

File No. 260664

Committee Item No. 4

Board Item No. 48

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Rules Committee

Date July 13, 2026

Board of Supervisors Meeting

Date July 21, 2026

Cmte Board

- | | | |
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| ☒ | ☐ | Motion |
| ☐ | ☐ | Resolution |
| ☐ | ☐ | Ordinance |
| ☐ | ☐ | Legislative Digest |
| ☐ | ☐ | Budget and Legislative Analyst Report |
| ☐ | ☐ | Youth Commission Report |
| ☐ | ☐ | Introduction Form |
| ☒ | ☐ | Department/Agency Cover Letter and/or Report |
| ☐ | ☐ | Memorandum of Understanding (MOU) |
| ☐ | ☐ | Grant Information Form |
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| ☐ | ☐ | Contract/Agreement |
| ☐ | ☐ | Form 126 - Ethics Commission |
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OTHER (Use back side if additional space is needed)

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Completed by: Victor Young Date July 9, 2026

Completed by: _____ Date _____

1 [Mayoral Reappointment, Public Works Commission - Paul Woolford]

2
3 **Motion approving the Mayor's nomination for the reappointment of Paul Woolford to**
4 **the Public Works Commission, for a term ending July 2, 2030.**

5
6 MOVED, That the Board of Supervisors of the City and County of San Francisco does
7 hereby approve Mayor Daniel Lurie's nomination for the following reappointment of the
8 hereinafter designated person(s) to serve as a member of the Public Works Commission,
9 pursuant to the provisions of Charter, Section 4.141, for the term specified:

10 Paul Woolford, seat 2, succeeding himself, appointed by the Mayor and subject to
11 confirmation by the Board of Supervisors, for the unexpired portion of a four-year term ending
12 July 2, 2030.



Notice of Nomination

June 5, 2026

San Francisco Board of Supervisors
City Hall, Room 244
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Honorable Board of Supervisors:

Pursuant to Charter Section 4.141, of the City and County of San Francisco, I make the following nominations:

Paul Woolford (seat 2- Registered Architect; Licensed in the State of California), for the Public Works Commission for a four-year term ending July 2, 2030.

Eleanor Blume (seat 4), for the Public Works Commission for a four-year term ending July 2, 2030.

I am confident that they will continue to serve our community well. Attached are their qualifications to serve, which demonstrate how their nomination represents the communities of interest, neighborhoods, and diverse populations of the City and County of San Francisco.

Should you have any questions about these appointments, please contact my Director of Appointments, Andre Adeyemi, at 415-554-4000.

All my best,

A handwritten signature in black ink, appearing to be "D. Lurie", written over a light blue horizontal line.

Daniel Lurie
Mayor, City and County of San Francisco



Paul Woolford

FAIA, LEED AP BD+C

Senior Principal | Design Principal

Paul is a Senior Principal and Design Principal for HOK's San Francisco studio and is responsible for some of the firm's most innovative and creative buildings. He is a recognized industry leader, whose work has focused on being a design catalyst for helping people rethink the relationship between themselves and their environments. Named a Fellow in the American Institute of Architects in 2024 and acknowledged with the Lifetime Achievement Award by the AIA California Chapter in 2026, Paul has been responsible for design leadership on many of HOK's most complex, innovative and sustainable buildings and environments. As Design Principal, he is responsible for all aspects of the design process, leading interdisciplinary teams comprised of architects, engineers, planners, interior designers, and landscape architects. His diverse portfolio includes civic and institutional buildings; corporate and commercial buildings; educational facilities; research facilities; hospitals; aviation/transportation facilities; and museums and have been honored with numerous regional, national, and international design awards.

EDUCATION

Cornell University
Bachelor of Architecture

PROFESSIONAL REGISTRATIONS

Registered Architect: California
#C26269; Hawai'i #AR-13916; Nevada
#6514; Utah #9285969-0301

LEED Accredited Professional
Building Design + Construction

MEMBERSHIPS

American Institute of Architects, Fellow

US Green Building Council

San Francisco Arts Commission, 2015

San Francisco Chamber of Commerce
Board of Directors, 2005-2011

International Interior Design
Association, Member

Society of College & University Planning

San Francisco Planning + Urban Research

Urban Land Institute

Lambda Alpha, Land Economics Society

HOK Board of Directors, 2004-2010, 2012

Atlanta Urban Design
Commission, 2003 - 2005

AVIATION + TRANSPORTATION

Transbay Terminal Master Plan San Francisco, California	Orlando International Airport, South Terminal Complex Orlando, Florida 785,000 sq. ft.
Thameslink 2000* London, England	San Francisco International Airport Concourse H* San Francisco, California 250,000 sq. ft.
Cardiff Bay Development Master Plan* Cardiff, Wales 4.5 million sq. ft.	SFO Courtyard 3 Connector Port of San Francisco San Francisco, California 124,000 sq. ft.
South Kensington Development* London, England 400,000 sq. ft.	

CIVIC + CULTURAL

The Mint Project: New Museum San Francisco, California 100,000 sq. ft.	Georgia State Archives and Conservation Laboratory Morrow, Georgia 175,000 sq. ft.
Moscone Convention Center Interior Renovation San Francisco, California 1.2 million sq. ft. LEED Gold Certified	

* Experience prior to joining HOK



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

SIDEBAR CONTINUED

Atlanta/Fulton County Public Library
System Board of Trustees, 1999-2003

AWARDS

National Young Architect of the Year Award
2003, American Institute of Architects

PUBLICATIONS

"The San Francisco Mint: Preserving the Past, Sustaining the Future," Centerline Newsletter of the Center for the Built Environment at the University of California, Berkeley, Summer 2011

"2007-2008 Exhibition Catalogue,"
Dedalo Minosse International
Prize (Georgia Archives)

"Peach Preserves", Contract
Magazine, September 19, 2005,
pg. 74 (Georgia Archives)

"Now That's Tall Cotton", Contract Magazine,
September 1, 2005 (Georgia Archives)

"The American Institute of Architects
Announces Eight Recipients of 2005
AIA/ALA Library Building Awards",
American Institute of Architects, April 5,
2005, [www.aia.org/Release_040505_](http://www.aia.org/Release_040505_library)
library (Georgia Archives)

"2005 AIA Georgia Catalogue", AIA Georgia
Chapter, 2005 (Georgia Archives)

"Morrow expects visitor boon from archive",
Scott, Peter, Atlanta Journal Constitution,
March 31, 2005 (Georgia Archives)

"Profile on HOK", Interiors Magazine, 2004

"Profile on Georgia Archives", Contract
Magazine, September 2004

SPEAKING ENGAGEMENTS

"Genius of Place: California Coast,"
International Living Futures Conference
(ILFI), Seattle, WA, May 2017

"Beyond Biophilic Cities: Solutions
Rooted in Place<" SXSW Eco
Conference, October 2015

CORPORATE

Visa Mission Rock
Global Headquarters
San Francisco, California
302,904 sq. ft. | 13-stories

Samsung Microelectronics Headquarters (Confidential Technology Client)

Seoul, South Korea
39-acre R&D Campus: Main R&D - 3.6
million sq. ft. / Sub R&D - 540,000 sq. ft.
LEED Platinum anticipated
and Net-Zero ready
Master planning, programming, architecture
and engineering on the 39-acre campus.

Central+Wolfe Campus
Sunnyvale, California
770,000 sq. ft.
LEED Platinum certified
New office and 18 acres of open space.
HOK provided planning, architectural
and landscape architecture services for the
office park section of the development,
working in close collaboration with other
architects and consultants with the goal of
producing a comprehensive site planning and
architectural submittal for the entire site.

GOVERNMENT

California Department of General
Services, 10th & O Street Office Building
Sacramento, California
478,000 sq. ft.
LEED-NC Platinum anticipated /
Zero Carbon, all electric building
The new 10th & O Street Office Building
will serve as a temporary home for the
legislative and executive elected officials for
the duration of the Capitol Annex renovation.

New Office Peer Review (Confidential Technology Client)

Pleasanton, California
430,000 sq. ft.
Peer review for proposed new office building,
supporting technology-based software
application development. Additional services
include master planning, entitlements and
design for a new 45 acres of planning and 12
acres for landscape architecture. This a bold
new public gateway to the region and city. The
Urban Park celebrates the iconic California
foothills landscape identity through sculptural
landforms, native oak groves and seasonal
grasses and wildflower gardens. The program
includes a new multi-modal transit plaza, new
joint police services station, expanded bicycle
parking, new pedestrian bridge leading down
from the BART station, and over 2-acres of
new native landscapes welcoming visitors to
Workday campus and the City of Pleasanton.

Emdeon
Nashville, Tennessee

US WEST/Advanced Technologies*
Boulder, Colorado
400,000 sq. ft.

Pacific Bell Corporate Headquarters*
Bishop's Ranch, California
1 million sq. ft.

Afterwards, the building will remain the
home for the legislative and executive staff.

California State Teacher's Retirement
System (CalSTRS) Headquarters
West Sacramento, California
600,000 sq. ft.
LEED NC Gold certified and LEED
Platinum EBOM certified

* Experience prior to joining HOK



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

SPEAKING ENGAGEMENTS

"NOAA Inouye Regional Center - Building a Sustainable Research Future on Hallowed Ground," I2SL Conference, September 2015

"Safe Public Spaces: Encouraging Good Behavior Through Design," AIA National Convention, May 2015

"Integrating Nature and Biophilia - from Theory to Practice," USGBC GreenBuild, October 2014

"History of Windows Leading to SF Mint," ASHRAE, October 2014

"NOAA Inouye Regional Center," Lambda Alpha International Land Economics Weekend, September 2014

"NOAA and SF Mint," Johnson Controls Business Leaders Forum, September 2014

"Tech Campuses - Central + Wolfe," Panelist for CoreNet Northern California, July 2014

"The Nature of Programming Matter/ Programming Matter & Nature" UC Berkeley Studio One Symposium 2014, February 2014

"Site Ecologies Multiscale Analysis (Extrinsic and Intrinsic)" University of California, Berkeley - Studio 1 Lecture Series, October 2013

"How Tech Tenants are Driving Demand for Commercial Real Estate," RealShare Bay Area, September 2013

"NOAA Pacific: Preserving the Past, Sustaining the Future," AIA DesignRealized, July 2013

"Back to the Future: An Approach to Green Preservation at the Old Mint in San Francisco" AIA DesignRealized, May 2013

"Client Communications," Instructor for City and County of San Francisco Department of Public Works, May 2013

"Steampunk'd: Two - Regenerating the Past for Future Resilience," Living Future unConference, May 2013

San Francisco Police Department Traffic Company and Forensic Services Division Facility
San Francisco, California
110,000 sq. ft.
LEED Gold certified
A new, state-of-the-art facility for the

HEALTHCARE

Sutter Roseville Medical Center (SRMC) Inpatient Bed Tower & Parking Structure
Roseville, California
312,000 sq. ft. / 120 beds | IFOA
In a 6-month Validation Study, HOK partnered with an integrated Owner and Contractor team to efficiently and effectively define project program, massing and site configuration that address the Hospital's expansion needs for both inpatient beds and parking.

Project Dash (**Confidential Client: Sutter Health, Santa Clara Project Study**)
978,000 sq. ft.
Design Principal for a brief study for Project Dash where we utilized the whole team mindset (IPD) to ensure coordination amongst disciplines such as traffic, building logic, site planning and medical planning constraints to propose a series of solutions.

Kaiser Permanente Redwood City Specialty Medical Office Building
Redwood City, California
193,000 sq. ft.
LEED Gold certified

A new medical office building includes spaces for outpatient surgery, imaging, clinics, and parking structure.

Kaiser Permanente Roseville Medical Office Building
Roseville, California
250,000 sq. ft.
LEED Gold certified
A medical office building adjacent to

department's Forensics Division and Traffic Company. Program includes forensic laboratories, laboratory support spaces, evidence/crime scene lab, test fire range and administrative offices, and vehicle fleet/impound lot.

an existing medical office building on Kaiser's Roseville medical Center Riverside-Cirby Campus.

Kaiser Permanente Roseville Inpatient Hospital
Roseville, California
Design Principal for inpatient tower addition including 96 med surg beds, 30 ICU beds, surgery and ED expansion and relocation of sterile processing, respiratory therapy and hospital support services. Project includes additional renovation of approximately 40,000 sq. ft. of space while in operation including phased renovation to perioperative services, food services, clinical lab and administrative areas. Anticipated completion 2026.

Kaiser Permanente Redwood City Replacement Hospital
Redwood City, California
272,000 sq. ft. / 149 beds.
LEED Silver certified
A new 149-bed acute care replacement hospital consisting of two bed towers (pavilions).

Highland Hospital, Acute Tower Replacement
Oakland, California
169,000 sq. ft. acute care / 64,000 sq. ft. outpatient facility / 30,000 sq. ft. existing renovation / 154 beds
Bridging documents for nursing tower replacement; site and master planning for 14 acres containing 8 buildings, including a outpatient clinic, and two parking garages. Federally Qualified



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

SPEAKING ENGAGEMENTS

"Biomimicry: Achieving Sustainable Solutions by Emulating Nature's Patterns and Principles," 1st Annual Hawaii Sustainability in Higher Education Summit, April 2013

Convergence: Creating High Performance Research and Learning Environments for Interdisciplinary Science," SCUP Pacific Regional Conference, April 2013

"Steampunk'd: All That's Old is New Again," Living Future unConference, May 2012

Lambda Alpha International Land Economics Weekend, NOAA, 2012

"embARC," Wind Portal, Georgia Archives, NOAA, UC Berkeley, The Mint, Public Safety Building, 2012

"Sustainable Lessons from Preservation and Ecology," ecobuild America, 2011

"The Old San Francisco Mint, A Lesson in Sustainability," TEDx-Presidio Conference, 2011

"In a Changing Light: the Return of Daylight to North American Museums," Mid-Atlantic Association of Museums (MAAM) Conference, 2011

"High Performing Learning Environments: A New Vision For Existing Campuses," SCBE, 2011

"Preserving the Past/Sustaining the Future," USGBC Federal Summit, 2010

"Green Building Confessions", National AIA Convention, 2006

"Planning High-Performance Workplace for Teaching and Research," SCUP National Conference, 2004

"Seeking the Shape of Green", Savannah College of Art and Design, 2004

"A New Campus Green: The Landscape of Sustainable Technology in Design and Construction," SCUP National Conference, 2001

Healthcare Center (FQHC)

Parkway Pantai Gleneagles
Shanghai International Hospital
Shanghai, China
500-bed, 83,824 sq. m.
Targeted for Greenmark Platinum
Design competition finalist for a new hospital.

HIGHER EDUCATION

Caltech CQPM
Los Angeles, California
60,000 sq. ft.

University of Southern California
Dr. Allen and Charlotte Ginsburg Human-Centered Computation Building
Los Angeles, California
115,000 sq. ft.
LEED NC Platinum anticipated
& Zero Net Energy Ready

University of California, Berkeley
Heathcock Hall Chemistry Building
Berkeley, California
90,000 sq. ft.
LEED Silver and Carbon-Neutral anticipated
A new academic research building for the UC Berkeley College of Chemistry. The building will include a 250 seat lecture hall, student amenities, and research laboratories for Synthetic Chemistry, Chemical Engineering, Physical Chemistry, and Biomolecular Engineering.

Stanford University School of Medicine 1651 Page Mill Renewal
Palo Alto, California
75,000 sq. ft.
LEED Gold equivalent
Renovation of an existing building which will house new high performance biomedical research laboratories for the School of Medicine's new Technology and Innovation (TnI) Park. Includes below grade vivarium along with two floors of wet and dry research

Western State Hospital (WSH)

New Forensic Hospital
Lakewood, Washington
560,000 sq. ft. | 350 beds
Replacement inpatient psychiatric hospital campus in Lakewood, Washington.

labs, support and administrative spaces.

Stanford University School of Medicine
The Center for Academic Medicine
Palo Alto, California
170,000 sq. ft.
LEED equivalent
New benchmark building for the school's clinical educators and researchers. Includes an innovative workplace, collaborative conferencing facilities, a host of amenities, and a three level sub-grade parking structure.

University of Southern California
Michelson Center for Convergent Bioscience
Los Angeles, California
195,000 sq. ft.
LEED Gold equivalent
Research building designed to nurture and enhance collaborations among basic and applied science and engineering researchers at the frontier of 21st century molecular science and engineering. Consists of four levels of research laboratories above grade and one basement level accommodating the Imaging Center, Nanofabrication Cleanroom, and a low vibration laboratory.

University of California Merced,
Medical Education Facility Master Plan
Merced, California
150,000 sq. ft.
Role: Design Principal

University of California Berkley

* Experience prior to joining HOK

hok.com



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

SPEAKING ENGAGEMENTS

"Science Teaching Buildings: Tomorrow's Technologies in Yesterday's World," SCUP Regional Conference November 2000

"How Architects Succeed: Reaching Your Career Goals," AIA National Conference, 2004

"Building Community From Grassroots to Good Government," AIA National Conference, 2000

"Power of Community Involvement," AIA National, 1997

"Paul Woolford Portfolio," University of California, Berkeley, 1996

"Modernism in a Traditional Context," Cornell University, 1982

Student Dining and Recreation Facility
Berkeley, California

Emory University Whitehead
Biomedical Research Building
Atlanta, Georgia
325,000 sq. ft.

Georgia Tech, U. A. Whitaker
Biomedical Engineering Building
Atlanta, Georgia
93,000 sq. ft.

Design Principal for the complex is designed to promote interaction within and amongst the four buildings. A large quadrangle was developed to act as the primary organizing element for the complex and ground level arcades provide covered connections. The quadrangle also acts as a primary open space for use by the broader campus community.

Emory University Faculty
Building at Grady
Atlanta, Georgia
74,780 sq. ft.

Kennesaw State University,
English Classroom Building
Kennesaw, Georgia
35,000 sq. ft.

King Abdullah University of Science
and Technology (KAUST)
Thuwal, Saudi Arabia
6.5 million sq. ft.
LEED Platinum certified
New campus including academic
buildings and library.

Florida State University,
College of Medicine
Tallahassee, Florida
277,000 sq. ft.

Auburn University, College of
Engineering Campus
Auburn, Alabama
400,000 sq. ft.

University of Georgia Paul D.
Coverdell Building for the Biomedical
and Health Sciences Institute
Athens, Georgia
145,000 sq. ft.

University of Alabama, Tuscaloosa,
Shelby Hall
Tuscaloosa, Alabama
224,000 sq. ft.

University of Alabama, Tuscaloosa
Science and Engineering Complex
Master Plan Phase II Implementation
Tuscaloosa, Alabama

University of Alabama Transportation
Applied Sciences Campus
Huntsville, Alabama
300,000 sq. ft.

University of California, San
Diego, Science and Engineering
Research Facility*
San Diego, California
100,000 sq. ft.

HOSPITALITY

The Lodge at Walnut Creek
Walnut Creek, California
164,000 sq. ft. / 180 keys
Conceptual design for an eight story
boutique hotel accommodating 180 guest
rooms, a premiere restaurant & bar, a

roof top ballroom, lounge and terrace.

Hotel Mulia, Gatot Subroto
Jakarta, Indonesia
700,000 sq. ft.

* Experience prior to joining HOK



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

Commonwealth Club*
London, England
250,000 sq. ft.

JUSTICE

San Francisco Public Safety Campus
San Francisco, California
301,020 sq. ft. new construction
/6,600 sq. ft. existing renovation
LEED NC Gold certified

MIXED-USE

Sequoia Station
Transit-Oriented District
Redwood City, California
1.8 million sq. ft.
LEED Gold Targeted

Millbrae Serra Station
Millbrae, California
290,000 sq. ft. / 3.5 acres
Serra Station is a transit-oriented development adjacent to the proposed Gateway at Millbrae Station. The development includes 444 residential units, 290,000 sq. ft. of office use and 13,200 sq. ft. of retail contained within three buildings. The buildings will achieve LEED Silver as a minimum with a goal to achieve LEED Gold for water and energy as a community benefit.

Mare Island Specific Plan
Vallejo, California
1,000+ acres
Master plan vision for redevelopment site as mixed-use, high-tech jobs center with tremendous opportunity to become a driving force in the regional economy.

Confidential Mall Redevelopment
Master Plan Peer Review
San Mateo, California
45 acres

Bay Meadows Mixed-Use Development
San Mateo, California
1.4 million sq. ft.
LEED Gold anticipated

Planning, design and sustainable strategies for new transit-oriented, mixed-use development.

4th & Harrison
San Francisco, California
1.1 million sq. ft.
LEED Platinum anticipated
The new development is envisioned as a vital urban experience - a dynamic and valuable investment in the heart of the SoMa (South of Market) district. The block will create a vibrant, mixed-use and workplace environment that will be an asset to the city.

Tishman Speyer Properties,
Mission Towers*
Santa Clara, California
1,000,000 sq. ft.

Paternoster Square Development*
London, England
1.5 million sq. ft.

535 Mission Street
San Francisco, California
354,000 sq. ft. / 27 floors
LEED CS Platinum certified

Moor House*
London, England
485,000 sq. ft.

South Bank Centre Master Plan*
London, England

Bridgestreet Mixed-Use Center*
Huntsville, Alabama
1.7 million sq. ft.

Santa Barbara Paseo Mixed-Use Complex*
Santa Barbara, California
1.85 million sq. ft.

Stonestown Center*
San Francisco, California
1.75 million sq. ft.

SCIENCE + TECHNOLOGY

Berkeley Space Center at NASA
Research Park - Moffett Field, CA
2,300,000 SF | Progressive Design-Build

A 36-acre innovation hub developed by UC Berkeley and SKS Partners at NASA Research Park, designed to foster sustainable, high-impact research and development in

Silicon Valley, in 2013 HOK was contracted by Google and provided due diligence and Master Plan services for the Google Moffett Field site and Hanger one.

* Experience prior to joining HOK



Paul Woolford AIA, LEED AP BD+C

Senior Principal | Design Principal

Broadcom Northern California
Headquarters

San Jose, California

550,000 sq. ft.

Renovation of existing buildings, new
buildings, tenant improvement of dry
labs), and structured parking.

BioMed Realty Lincoln Center Campus

Foster City, California

675,000 sq. ft. / 19 acres

Master Planning, entitlements and design for a
new life sciences campus on a waterfront site.

SRI International Campus Modernization

Master Plan and Entitlements

Menlo Park, California

1.55 million sq. ft. / 63.2-acre

Planning and Entitlements for R&D
development on 63.2 acre site.

China Basin Landing, Bio-Science Addition

San Francisco, California

145,000 sq. ft.

LEED Gold certified

Two-story shell / core building addition
designed to support prototypical
research and clinical laboratories,
diagnostics, and imaging facilities.

Genentech FRC III

Site Master Plan/Evaluation

(Confidential Life Sciences Client)

Bay Area, California

750,000 sq. ft. / 14-acres

10x Genomics

Research & Development Campus

Pleasanton, California

150,000 sq. ft. / 15-acres

Provided full architectural design services for
the new 150,000 square foot / 3-level building
which includes core, shell and site parking
requirements and all interior improvements.

Intuitive Surgical Global Headquarters

Sunnyvale, California

1.2 million sq. ft.

Longfellow - Redwood LIFE Campus

Redwood City, California

3.5M sq. ft. / 84-acres

Longfellow Life Sciences Building

Repositioning, Bay Center

San Mateo, California

3.5M sq. ft. on 84-acres

Longfellow-Oberlin

Bioterra Life Science Building

San Diego, California

280,000 sq. ft. / 4-acres /

LEED Gold anticipated

The lab space is designed to be flexible
enough to accommodate one or up to four
tenants per floor, with approximately 50%
lab use, 50% office. Amenities include a
fitness center, signature restaurant, and
a conference suite, all three of which
open to an expansive rooftop terrace.

National Oceanic and Atmospheric
Administration (NOAA)

Inouye Regional Center

Pearl Harbor, Hawaii

350,000 sq. ft.

LEED Gold certified

Major Information Technology Company,
Western US Campus Master Plan

San Francisco, California

NASA Marshall Space Flight Center

Laboratory, Dining and Office Complex,

George C. Marshall Space Flight Center

Huntsville, Alabama

360,000 sq. ft.

LEED Gold certified

Genentech Building Five*

South San Francisco, California

185,000 sq. ft.

Genencor International

Technology Center*

Palo Alto, California

250,000 sq. ft.

Syntex SYVA*

San Jose, California

320,000 sq. ft.

Taisei Technology Research Park*

Yokohama, Japan

2 million sq. ft.

* Experience prior to joining HOK

STATEMENT OF ECONOMIC INTERESTS
COVER PAGE
A PUBLIC DOCUMENT

Date Initial Filing Received

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NAME OF FILER (LAST) (FIRST) (MIDDLE)

Woolford, Paul Sheppard

1. Office, Agency, or Court

Agency Name (Do not use acronyms)

SAN FRANCISCO ETHICS COMMISSION

Division, Board, Department, District, if applicable

Your Position

Public Works Commission

Public Works Commission, Member

► If filing for multiple positions, list below or on an attachment. (Do not use acronyms)

Agency: Position:

2. Jurisdiction of Office (Check at least one box)☐ State☐ Judge (Supreme, Appellate, Superior Court), Retired Judge, Pro Tem Judge, or Court Commissioner (Statewide Jurisdiction)☐ Multi-County☒ County of San Francisco☐ City of☐ Other**3. Type of Statement (Check at least one box)**☒ **Annual:** The period covered is January 1, 2025, through December 31, 2025.

-or-

The period covered is ____/____/____, through December 31, 2025.

☐ **Leaving Office:** Date Left ____/____/____
(Check one circle below.)☐ The period covered is January 1, 2025, through the date of leaving office.

-or-

☐ The period covered is ____/____/____, through the date of leaving office.☐ **Assuming Office:** Date assumed ____/____/____☐ **Candidate:** Date of Election ____ and office sought, if different than Part 1: ____**4. Schedule Summary (required)**

► Total number of pages including this cover page: 3

Schedules attached☒ **Schedule A-1 - Investments** – schedule attached☒ **Schedule C - Income, Loans, & Business Positions** – schedule attached☐ **Schedule A-2 - Investments** – schedule attached☐ **Schedule D - Income – Gifts** – schedule attached☐ **Schedule B - Real Property** – schedule attached☐ **Schedule E - Income – Gifts – Travel Payments** – schedule attached☐ **Attachment 700-P - Prospective Employment (87200 Filers Only)** – schedule attached-or- ☐ **None - No reportable interests on any schedule****5. Verification**
 MAILING ADDRESS STREET CITY STATE ZIP CODE
 (Business or Agency Address Recommended - Public Document)

San Francisco

CA

94103

DAYTIME TELEPHONE NUMBER

EMAIL ADDRESS

()

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

 Date Signed 02/27/2026
 (month, day, year)

 Signature Paul Sheppard Woolford
 (File the originally signed paper statement with your filing official.)

SCHEDULE A-1

Investments

Stocks, Bonds, and Other Interests

(Ownership Interest is Less Than 10%)

Investments must be itemized.

Do not attach brokerage or financial statements.

CALIFORNIA FORM 700
 FAIR POLITICAL PRACTICES COMMISSION

Name

Woolford, Paul Sheppard

▶ NAME OF BUSINESS ENTITY

Hellmuth Obata Kassabaum inc

GENERAL DESCRIPTION OF THIS BUSINESS

Architectural design firm

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☒ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☒ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

____/____/25 ____/____/25
 ACQUIRED DISPOSED

▶ NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

____/____/25 ____/____/25
 ACQUIRED DISPOSED

▶ NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

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NATURE OF INVESTMENT

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☐ Partnership ☐ Income Received of \$0 - \$499
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NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

____/____/25 ____/____/25
 ACQUIRED DISPOSED

▶ NAME OF BUSINESS ENTITY

GENERAL DESCRIPTION OF THIS BUSINESS

FAIR MARKET VALUE

- ☐ \$2,000 - \$10,000 ☐ \$10,001 - \$100,000
☐ \$100,001 - \$1,000,000 ☐ Over \$1,000,000

NATURE OF INVESTMENT

- ☐ Stock ☐ Other _____ (Describe)
☐ Partnership ☐ Income Received of \$0 - \$499
 ☐ Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

____/____/25 ____/____/25
 ACQUIRED DISPOSED

Comments: _____

SCHEDULE C

Income, Loans, & Business Positions

(Other than Gifts and Travel Payments)

CALIFORNIA FORM 700
FAIR POLITICAL PRACTICES COMMISSION
Name
Woolford, Paul Sheppard

▶ 1. INCOME RECEIVED

NAME OF SOURCE OF INCOME

HOK

ADDRESS (Business Address Acceptable)

San Francisco, CA 94104

BUSINESS ACTIVITY, IF ANY, OF SOURCE

Architecture

YOUR BUSINESS POSITION

HOK Designer

GROSS INCOME RECEIVED ☐ No Income - Business Position Only☐ \$500 - \$1,000☐ \$1,001 - \$10,000☐ \$10,001 - \$100,000☒ OVER \$100,000

CONSIDERATION FOR WHICH INCOME WAS RECEIVED

☒ Salary ☐ Spouse's or registered domestic partner's income
(For self-employed use Schedule A-2.)☐ Partnership (Less than 10% ownership. For 10% or greater use Schedule A-2.)☐ Sale of _____
(Real property, car, boat, etc.)☐ Loan repayment☐ Commission or ☐ Rental Income, list each source of \$10,000 or more_____
(Describe)☐ Other _____
(Describe)**▶ 1. INCOME RECEIVED**

NAME OF SOURCE OF INCOME

ADDRESS (Business Address Acceptable)

BUSINESS ACTIVITY, IF ANY, OF SOURCE

YOUR BUSINESS POSITION

GROSS INCOME RECEIVED ☐ No Income - Business Position Only☐ \$500 - \$1,000☐ \$1,001 - \$10,000☐ \$10,001 - \$100,000☐ OVER \$100,000

CONSIDERATION FOR WHICH INCOME WAS RECEIVED

☐ Salary ☐ Spouse's or registered domestic partner's income
(For self-employed use Schedule A-2.)☐ Partnership (Less than 10% ownership. For 10% or greater use Schedule A-2.)☐ Sale of _____
(Real property, car, boat, etc.)☐ Loan repayment☐ Commission or ☐ Rental Income, list each source of \$10,000 or more_____
(Describe)☐ Other _____
(Describe)**▶ 2. LOANS RECEIVED OR OUTSTANDING DURING THE REPORTING PERIOD**

* You are not required to report loans from a commercial lending institution, or any indebtedness created as part of a retail installment or credit card transaction, made in the lender's regular course of business on terms available to members of the public without regard to your official status. Personal loans and loans received not in a lender's regular course of business must be disclosed as follows:

NAME OF LENDER*

ADDRESS (Business Address Acceptable)

BUSINESS ACTIVITY, IF ANY, OF LENDER

HIGHEST BALANCE DURING REPORTING PERIOD

☐ \$500 - \$1,000☐ \$1,001 - \$10,000☐ \$10,001 - \$100,000☐ OVER \$100,000

INTEREST RATE

TERM (Months/Years)

_____% ☐ None

SECURITY FOR LOAN

☐ None☐ Personal residence☐ Real Property _____

Street address

City

☐ Guarantor _____☐ Other _____

(Describe)

Comments: _____



PUBLIC WORKS COMMISSION

The below listed summary of seats, term expirations and membership information shall serve as notice of vacancies, upcoming term expirations, and information on currently held seats, appointed by the Board of Supervisors. Appointments by other bodies are listed, if available.

Seat numbers listed as "VACANT" are open for immediate appointment. However, you are able to submit applications for all seats and your application will be maintained for one year, in the event that an unexpected vacancy or opening occurs.

Membership and Seat Qualifications

Seat #	Appointing Authority	Seat Holder	Term Ending	Qualification
1	BOS	Gerald Demarcus Turner	7/2/28	Appointed by the Board of Supervisors. Term: 4-years
2	Mayor	Paul Woolford	7/2/26	Appointed by the Mayor and subject to approval by BOS within 60 days. Term: 4-years
3	Controller	Lauren Post	7/2/28	Appointed by the Controller and subject to confirmation by the BOS within 60 days. Term: 4-years
4	Mayor	Eleanor Blume	7/2/26	Appointed by the Mayor and subject to approval by BOS within 60 days. Term: 4-years
5	BOS	Fady Zoubi	7/2/28	Appointed by the Board of Supervisors. Term: 4-years

Qualifications for commissioners that are desirable, but not required, include a background or experience in cleaning and maintaining public spaces, urban forestry, urban design, construction, skilled crafts and trades, finance and audits, architecture, landscape architecture, engineering, or performance measurement and management.

BOARD OF SUPERVISORS (BOS) APPLICATION FORMS AVAILABLE HERE

- English - https://sfbos.org/sites/default/files/vacancy_application.pdf
- 中文 - https://sfbos.org/sites/default/files/vacancy_application_CHI.pdf
- Español - https://sfbos.org/sites/default/files/vacancy_application_SPA.pdf
- Filipino - https://sfbos.org/sites/default/files/vacancy_application_FIL.pdf

(For seats appointed by other Authorities please contact the Board / Commission / Committee / Task Force (see below) or the appointing authority directly.)

FORM 700 FILING REQUIREMENT

Pursuant to the Board of Supervisors Rules of Order all applicants applying for this body must complete and submit, with their application, a copy (**not original**) of a Statement of Economic Interests (Form 700). Applications will not be considered if a copy of Form 700 is not received.

FORM 700 AVAILABLE HERE (Required)

<https://www.fppc.ca.gov/Form700.html>

THE APPLICATION PROCESS

Please Note: Depending upon the posting date, a vacancy may have already been filled. To determine if a vacancy for this Commission is still available, or if you require additional information, please call the Rules Committee Clerk at (415) 554-5184.

Next Steps: Applicants who meet minimum qualifications will be contacted by the Rules Committee Clerk once the Rules Committee Chair determines the date of the hearing. Members of the Rules Committee will consider the appointment(s) at the meeting and applicant(s) may be asked to state their qualifications. The appointment of the individual(s) who is recommended by the Rules Committee will be forwarded to the Board of Supervisors for final approval.

The Public Works Commission shall consist of five seats:

- Two appointments by the Board of Supervisors
 - Seat 1 and 5 appointed by the Board of Supervisors.
- Two appointments by the Mayor, subject to confirmation by the Board of Supervisors
 - Seat 2 appointed by the Mayor subject to confirmation by the Board of Supervisors.
 - Seat 4 appointed by the Mayor subject to confirmation by the Board of Supervisor.

- One appointed by the Controller subject to confirmation by the Board of Supervisors
 - o Seat 3 appointed by the Controller subject to confirmation by the Board of Supervisors.

Qualifications for commissioners that are desirable, but not required, include a background or experience in cleaning and maintaining public spaces, urban forestry, urban design, construction, skilled crafts and trades, finance and audits, architecture, landscape architecture, engineering, or performance measurement and management.

Each member shall serve a term of four years. However, seats 1, 3 and 5 shall serve an initial term of two years.

The Commission shall exercise all the powers and duties of boards and commissions set forth in Sections 4.102, 4.103, and 4.104, except for the authority conferred on the Sanitation and Streets Commission in Section 4.139, and may take other actions as prescribed by ordinance.

Holdover Limit: Holdover tenure of commissioners is limited to 60 days after their terms expire. (Charter § 4.101.5.)

Authority: Charter Section 4.141

Sunset Date: None

Contact: Public Works
publicworks.commission@sfdpw.org

Updated: December 2, 2025



Gender Analysis of
San Francisco Commissions and Boards
2023



London N. Breed
Mayor

City and County of San Francisco
Department on the Status of Women



Dear Honorable Mayor London Breed and Board of Supervisors:

Please find attached the 2023 Gender Analysis of Commissions and Boards Report. We are pleased to share that under Mayor Breed's leadership, the representation of women, people of color, and women of color in policy bodies continues to increase.

The Department wishes to emphasize three areas of consideration for future reports.

These areas were identified as key opportunities to increase response rates from sitting members, expand efforts to ensure most members identify with the categories presented in the survey questions and deepen insights into the diversity of our policy bodies.

First, integrating the survey for this report with the Form 700 process could enhance participation efforts. Coordination between the Department, the San Francisco Ethics Commission, and the Director of Boards and Commissions could develop a more systematic approach to data collection and establish a centralized data repository for crucial demographic information.

Second, the Department recommends a more unified and expansive approach to addressing race and ethnicity in surveys. This approach should include groups that the U.S. Census Bureau's current racial classifications overlook. For example, the Census presently directs individuals of Middle Eastern or North African origin to identify as White. However, by offering more nuanced racial and ethnic categories, members can see their identities better represented, and an additional understanding of member diversity can be gained. Revising categories to include a broader range of sexual orientations could similarly enhance our insights.

Third, this survey offers a unique opportunity to illuminate potential barriers to service on policy bodies by expanding the survey questions and, for example, collecting information about policy board members' socioeconomic status and whether they have dependents. Such questions may provide additional information about likely factors that prevent more diverse policy bodies. These three areas of consideration offer pathways to advance the Department's charge in assessing the diversity of the City's Commissions and Boards.

That said, this 2023 report offers important insights into the current make-up and diversity of San Francisco's policy bodies. Overall, policy bodies have a larger percentage of women, members of the LGBTQIA+ community, and veterans than the general San Francisco population. The rate of women of color and people with disabilities appointed to policy bodies is nearly equal to the general population. Fiscal year 2022-2023 saw the highest representation of women on policy bodies since the Department on the Status of Women started collecting data in 2009. Women of color have the highest representation of appointees to date.

Black and African American women and men are notably well-represented on San Francisco policy bodies. Black women are nine percent of appointees compared to two

percent of the general San Francisco population. Black men are five percent of appointees compared to three percent of the general San Francisco population. Additionally, almost 1-in-4 appointees who responded to the survey question identify as same-gender loving, bisexual, or some other sexual orientation than heterosexual.

While San Francisco continues to make strides in diversity, there is still work to do to achieve parity of representation for Latinx and Asian groups in appointed positions overall, as well as people of color and women of color on commissions overseeing the largest budgets. The Department applauds Mayor Breed for remaining committed to diversifying policy body appointments across all diverse categories, including for positions of influence and authority.

Thank you to the Department staff who worked on this report and to members of the Commission on the Status of Women for their ongoing advocacy for intersectional gender equity efforts.

A handwritten signature in black ink, appearing to read "Kim Ellis", with a stylized flourish at the end.

Kimberly Ellis, J.D.
Director of the Department on the Status of Women

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Executive Summary

In 2008, San Francisco voters approved a City Charter Amendment (section 4.101) establishing as City policy for the membership of Commissions and Boards to reflect the diversity of San Francisco's population and appointing officials to be urged to support the nomination, appointment, and confirmation of these candidates. Additionally, it requires the San Francisco Department on the Status of Women to conduct and publish a gender analysis of Commissions and Boards every two years.

The 2023 Gender Analysis of Commissions and Boards Report (2023 Gender Analysis Report) evaluates the representation of the following groups across appointments to San Francisco policy bodies:

- Women
- People of color
- Sexual orientation and gender identity
- People with disabilities
- Veterans

The report includes policy bodies such as task forces, committees, and Advisory Bodies, in addition to Commissions and Boards.

This year, data was collected from 99 policy bodies and a total of 685 members, generally appointed by the Mayor and Board of Supervisors. The policy bodies surveyed for the 2023 Gender Analysis Report fall under two categories designated by the San Francisco Office of the City Attorney¹. The first category, referred to as "Commissions and Boards," are policy bodies with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission. The second category, referred to as "Advisory Bodies," are policy bodies with advisory functions whose members do not submit financial disclosures to the Ethics Commission. The report comprehensively examines policy bodies and appointees, considering them as a whole and separately by the two categories.

Several changes were made to the survey questions for the 2023 Gender Analysis Report. Sexual Orientation and Gender Identity (SOGI) categories were aligned with the latest classifications used by the Office of Transgender Initiatives. The classification of veteran status was reverted to its 2019 form to include only individuals who have served in the military and armed forces.

The overall number of policy bodies that submitted data increased compared to 2021 and the total number of individual members who participated in the survey was almost double those in 2021.

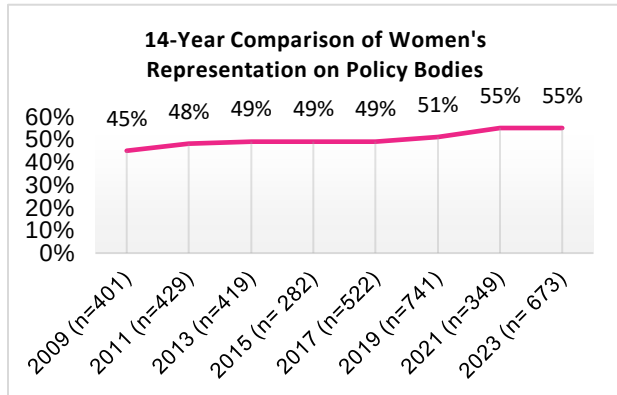
¹ San Francisco Administrative Code 4.101

https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_charter/0-0-0-52865

Key Findings

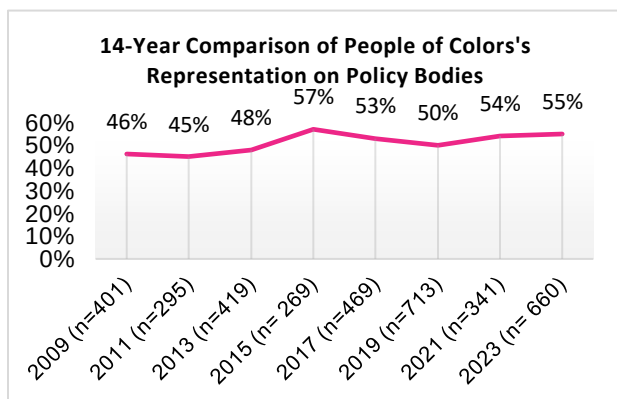
Gender

- Women's representation on policy bodies is 55%, above parity with the San Francisco female population of 49%.
- 2023 saw no change in the overall representation of women since our 2021 report.



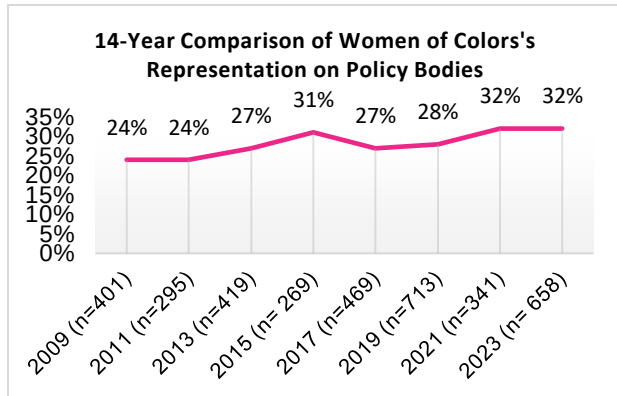
Race and Ethnicity

- The representation of people of color on policy bodies is 55%. Comparatively, in San Francisco, 62% of the population are people of color.
- The overall representation of people of color has increased by one percent since our 2021 report, however, this is still below the 57% reported in 2015.
- As found in previous reports, Latinx and Asian groups are underrepresented on San Francisco policy bodies as compared to the population. Latinx individuals are 16% of the population but make up only 8% of appointees. Asian individuals are 31% of the population but make up only 20% of appointees, a marked decrease from the 26% share in our previous report. Some of this decrease can be attributed to an increased rate of those reporting "Two or More Races" and the inclusion of an "Other" category for the Race/Ethnicity question.



Race and Ethnicity by Gender

- On the whole, women of color are 32% of the San Francisco population and 32% of appointees. This is the same as our previous report but represents a large increase from the pre-pandemic period.
- Meanwhile, men of color are underrepresented at 23% of appointees compared to 33% of the San Francisco population.



- Both White women and men are overrepresented on San Francisco policy bodies. White women are 23% of appointees compared to 17% of the San Francisco population. White men are 22% of appointees compared to 20% of the population.
- Black and African American women and men are overrepresented on San Francisco policy bodies. Black women comprise nine percent of appointees compared to two percent of the population, and Black men comprise five percent of appointees compared to three percent of the population.
- Latinx men and women are underrepresented on San Francisco policy bodies. Latinx women are eight percent of the San Francisco population but five percent of appointees, and Latinx men are seven percent of the population but three percent of appointees.
- Asian men and women are also underrepresented on San Francisco policy boards. Asian women are 18% of the San Francisco population but 12% of appointees, and Asian men are 16% of the population but eight percent of appointees.

Additional Demographics

- 76% of appointees identified as straight/heterosexual, 16% identified as gay/lesbian/same gender loving, six percent of respondents identified as bisexual, and two percent as some other sexual orientation.
- 11% identified as having one or more disabilities, which is just at parity of the 11% of the adult population with a disability status in San Francisco.
- Four percent of respondents said they have served in the military, representative of the four percent of San Franciscans who have served.

Proxies for Influence: Budget and Authority

- Although women are just over half of all appointees (55%), they have a higher representation in those Commissions and Boards with the largest budgets (63%) while women of color are underrepresented in these same boards.
- Although still underrepresented relative to the San Francisco population, there is a larger percentage of people of color on Commissions and Boards with the smallest budgets, and to a lesser degree, boards with the largest budgets.
- The percentage of total women is slightly larger on Advisory Bodies than Commissions and Boards. Women are 58% of appointees on Advisory Bodies and 56% of appointees on Commissions and Boards.

Demographics of Respondents Compared to the San Francisco Population

	Women	People of Color	Women of Color	LGBTQIA+	Disability Status	Veteran Status
San Francisco Population	48%	66%	33%	5%-15%	11%	3%
Total Appointees	55%	55%	32%	24%	11%	4%
10 Largest Budgeted Commissions and Boards	63%	58%	36%	8%	-	-
10 Smallest Budgeted Commissions and Boards	57%	64%	41%	3%	-	-
Commissions and Boards	56%	55%	33%	26%	8%	4%
Advisory Bodies	58%	53%	33%	27%	18%	4%

I. Introduction

Inspired by the fourth U.N. World Conference on Women in Beijing, San Francisco became the first city in the world to adopt a local ordinance reflecting the principles of the U.N. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The CEDAW Ordinance was passed unanimously by the San Francisco Board of Supervisors and signed into law by Mayor Willie L. Brown, Jr. on April 13, 1998². In 2002, the CEDAW Ordinance was revised to address the intersection of race and gender and incorporate reference to the U.N. Convention on the Elimination of All Forms of Racial Discrimination. The Ordinance requires the City to take proactive steps to ensure gender equity and specifies "gender analysis" as a preventive tool to identify and address discrimination.

In 2007, the Department on the Status of Women conducted the first gender analysis to evaluate the number of women appointed to City Commissions and Boards. The findings of this analysis informed a City Charter Amendment developed by the Board of Supervisors for the June 2008 election. This City Charter Amendment (see Footnote 1) was overwhelmingly approved by voters and made it City policy that:

- The membership of Commissions and Boards is to reflect the diversity of San Francisco's population.
- Appointing officials are urged to support these candidates' nomination, appointment, and confirmation.
- The Department on the Status of Women is required to conduct and publish a gender analysis of Commissions and Boards every two years.

The 2023 Gender Analysis Report examines the representation of women, people of color, gender and sexual orientation, people with disabilities, and veteran status of appointees on San Francisco policy bodies. As was the case for the 2019 and 2021 Gender Analysis Reports, this year's analysis involved increased outreach to policy bodies compared to previous analyses limited to Commissions and Boards. As a result, the data collection and analysis examine a more diverse and expansive layout of City policy bodies. These policy bodies fall under two categories designated by the San Francisco Office of the City Attorney. The first category, "Commissions and Boards," comprises policy bodies with decision-making authority whose members must submit financial disclosures to the Ethics Commission³. The second category, "Advisory Bodies," consists of policy bodies with advisory functions whose members do not submit financial disclosures to the Ethics Commission. A detailed description of the methodology and limitations can be found on page 19.

² San Francisco Administrative Code 33A.1

https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-59871

³ San Francisco Campaign and Governmental Code of Conduct Section 3.1-103

https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_campaign/0-0-0-979

II. Findings

San Francisco's diversity is reflected in the overall population of appointees on San Francisco policy bodies. The analysis in this report includes data from 99 policy bodies, of which 925 of the 1160 seats are filled, leaving 20% (235) vacant. Of the 925 non-vacant seats, we received responses from 685 individuals (a 74% response rate). This represents a much higher participation rate than our 2021 report, almost double the number of respondents. As outlined below in Figure 1, slightly more than half of appointees are women and people of color, 32% are women of color, 24% identify as LGBTQIA+⁴, 11% have a disability, and four percent are veterans. Each question in our survey allowed respondents to decline to answer. Therefore, sample sizes (n) vary for each category.

Figure 1: Summary Data of Policy Body Demographics, 2023

Appointee Demographics	Percentage of Appointees
Women (n=673)	Women- 55%
People of Color (n=660)	People of Color- 55%
Women of Color (n=658)	Women of Color- 32%
Sexual Orientation (n=641)	LGBTQIA+ -24%
People with Disabilities (n=647)	People with Disabilities-11%
Veteran Status (n=670)	Veteran Status-4%

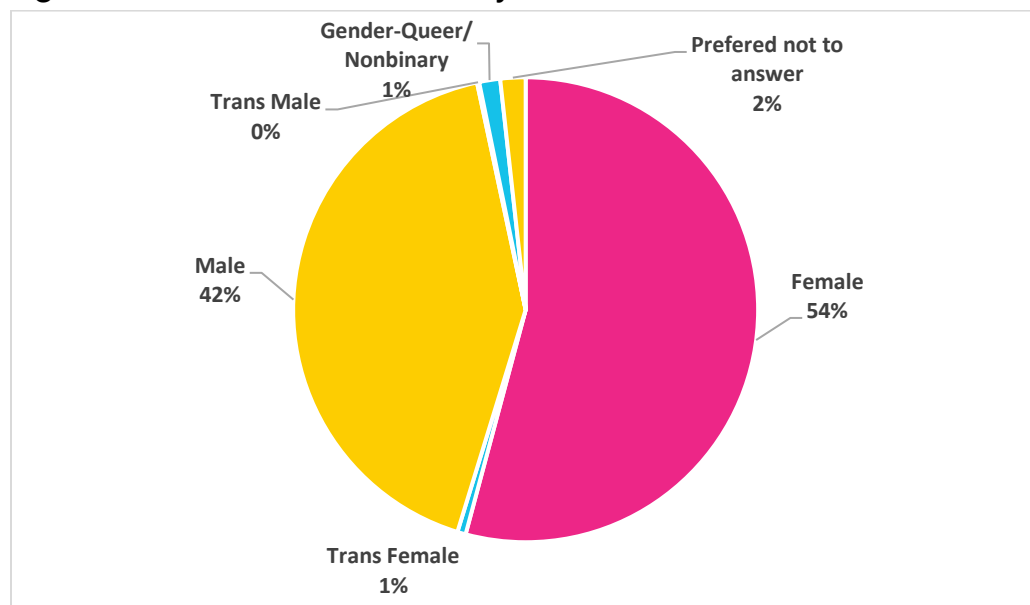
The following sections present comprehensive data analysis comparing previous years, detailing the variables of gender, race/ethnicity, sexual orientation, disability status, veteran status, and policy body characteristics of budget size, decision-making authority, and appointment authority.

A. Gender

Information on gender identity was collected from 673 individuals out of 685 respondents. On San Francisco policy bodies, 55% (375) of policy board members identified as women, including four who identified as trans women. Of the 673 individuals who provided gender identity information, 43% (288) identified as male, including one who identified as a trans man. Further, 1.5% (10) identified as gender-queer or nonbinary. Figure 2 shows a breakdown of the gender identities of our sample.

⁴ We use LGBTQIA+ to refer to the broader community. Limitations in the data collection process prevented a more robust analysis of the diverse identities that are included in this umbrella term.

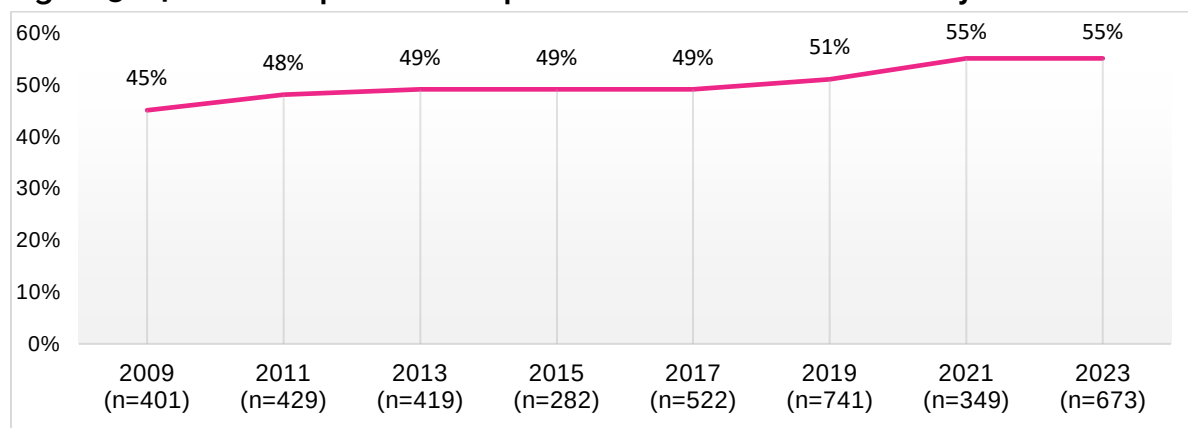
Figure 2: Gender Identities of Policy Members



At 55%, the percentage of women represented in San Francisco's policy bodies is above parity compared to the San Francisco female population of 48%. This is similar to previously reported numbers. The representation of women remained stable at 49% from 2013 until 2017, with a slight increase to 51% in 2019, and increasing again to 55% in 2021. Our previous report had to conclude that the increase in representation from 2019 to 2021 may have been due to the low participation in the 2021 survey. However, the replication of that level of representation in this report provides much stronger evidence that the representation of women in City policy bodies has gone up considerably.

Figure 3 shows a 14-year comparison, which demonstrates that the representation of women appointees has gradually increased since 2009 by a total of 10 percentage points and has remained stable over the last two reports.

Figure 3: 14-Year Comparison of Representation of Women on Policy Bodies



Figures 4 and 5 show the policy bodies with the highest and lowest percent of women⁵. For these figures, policy bodies were only evaluated if they had at least a 75% response rate, as we cannot speak confidently on the composition of agencies where individuals did not respond. This analysis includes both Commissions and Boards and Advisory Bodies.

Figure 4 showcases the 10 Commissions and Boards with the highest representation of women appointees as compared to 2021. The Commission on the Status of Women is currently comprised of all women appointees. This finding has been consistent for the Commission on the Status of Women since 2015. The Commission on Investment and Infrastructure and the Early Childhood Community Oversight and Advisory Committee are also comprised entirely of women.

Figure 4: Policy Bodies with the Highest Percentage of Women, 2023 Compared to 2021

Policy Body	Percent of Women	Response Rate	Active Seats	2021 Percent*
Commission on the Status of Women	100%	100%	6	100%
Commission on Investment and Infrastructure	100%	100%	4	50%
Early Childhood Community Oversight and Advisory Committee	100%	89%	8	-
Dignity Fund Oversight and Advisory Committee	89%	82%	11	-
Children and Families First Commission	88%	100%	9	75%
Elections Commission	86%	100%	7	60%
Recreation and Park Commission	86%	100%	7	-
Mental Health SF Implementation Working Group	86%	78%	9	-
Health Commission	83%	100%	6	71%
Port Commission	83%	86%	7	60%

*This column shows the percent of women in 2021. Policy bodies with less than a 50% response rate in 2021 were marked as "-".

Figure 5 shows the 12 policy bodies with the lowest percentage of women. The Board of Appeals and Board of Examiners have the lowest representation (among boards with more than a 75% response rate). Both policy bodies have no members who identify as women. The Board of Examiners has not had any female representation since at least 2019, the year we began collecting data on the board. There are five policy bodies whose membership is between 14% and 29% women, and five boards with one-third of their members identifying as women.

⁵ This encompasses respondents who selected Female or Trans Female.

Figure 5: Policy Bodies with Lowest Percentage of Women, 2023 Compared to 2021

Policy Body	Percent of Women	Response Rate	Active Seats	2021 Percent*
Board of Appeals	0%	100%	5	40%
Board of Examiners	0%	100%	10	0%
Cannabis Oversight Committee	14%	100%	7	-
Urban Forestry Council	18%	100%	11	-
Airport Commission	20%	100%	5	40%
Police Commission	29%	100%	7	20%
Retirement Board	29%	100%	7	14%
Assessment Appeals Board	33%	100%	16	-
Health Services Board	33%	100%	7	14%
Sunshine Ordinance Task Force	33%	100%	11	56%
Market and Octavia Community Advisory Committee	33%	86%	7	-
Capital Planning Committee	33%	82%	9	-

*This column shows the percent of women in 2021. Policy bodies with less than a 50% response rate in 2021 were marked as "-".

B. Sexual Orientation

Sexual orientation data was collected from 641 participants, or 94% of the surveyed appointees. Figure 6 shows that among the appointees who responded to this question, 16% identify as Lesbian/Gay, six percent identify as Bisexual, two percent identify as an "Other" sexual orientation, and 76% identify as Straight/Heterosexual. Comparison of San Francisco's policy boards to the general San Francisco population is difficult, given limited data.

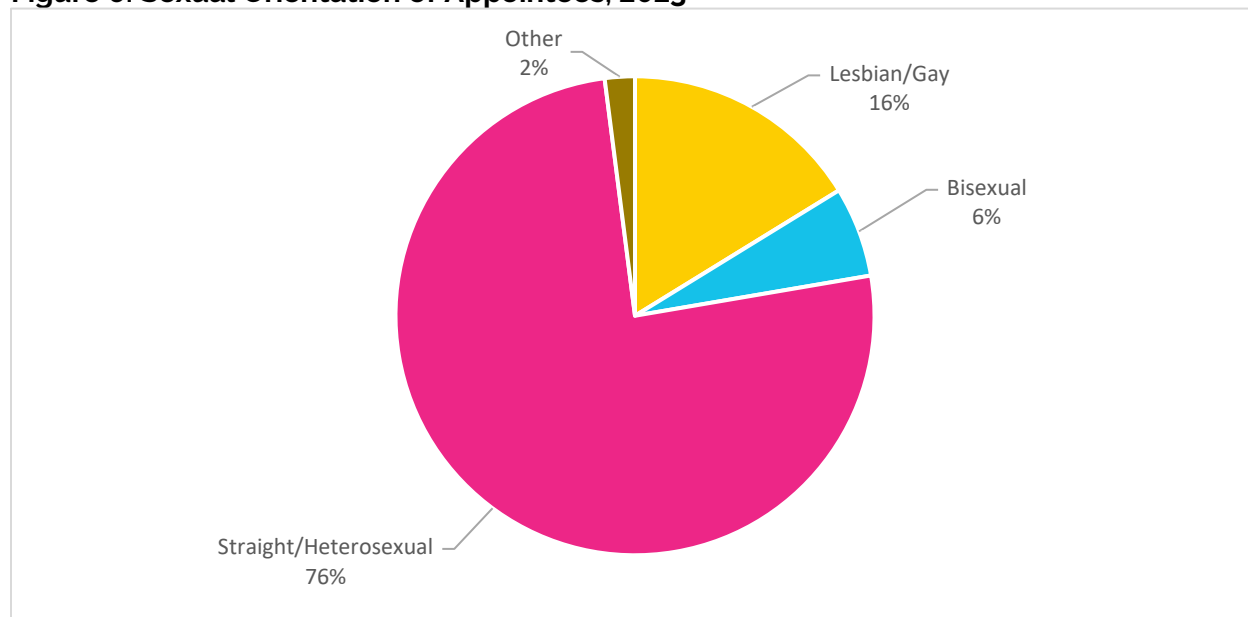
Recent research estimates the California LGBT population is 5.1%⁶. The LGBTQ population of the San Francisco and greater Bay Area ranks highest of U.S. cities at 6.2%⁷. Additionally, a 2006 survey found that 15.4% of adults in the San Francisco metropolitan area identify as LGB⁸. Therefore, compared to available San Francisco, greater Bay Area, and national data, the LGBTQ community is well represented on San Francisco policy bodies.

⁶ Flores, Andrew R. and Kerith J. Conron, "Adult LGBT Population in the United States, 2023," <https://williamsinstitute.law.ucla.edu/publications/adult-lgbt-pop-us/>

⁷ Gary J. Gates and Frank Newport, "San Francisco Metro Area Ranks Highest in LGBT Percentage," GALLUP (March 20, 2015) https://news.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbtpercentage.aspx?utm_source=Social%20Issues&utm_medium=newsfeed&utm_campaign=tiles.

⁸ Gary J. Gates, "Same Sex Couples and the Gay, Lesbian, Bisexual Population: New Estimates from the American Community Survey," The Williams Institute on Sexual Orientation Law and Public Policy, UCLA School of Law (2006).

Figure 6: Sexual Orientation of Appointees, 2023

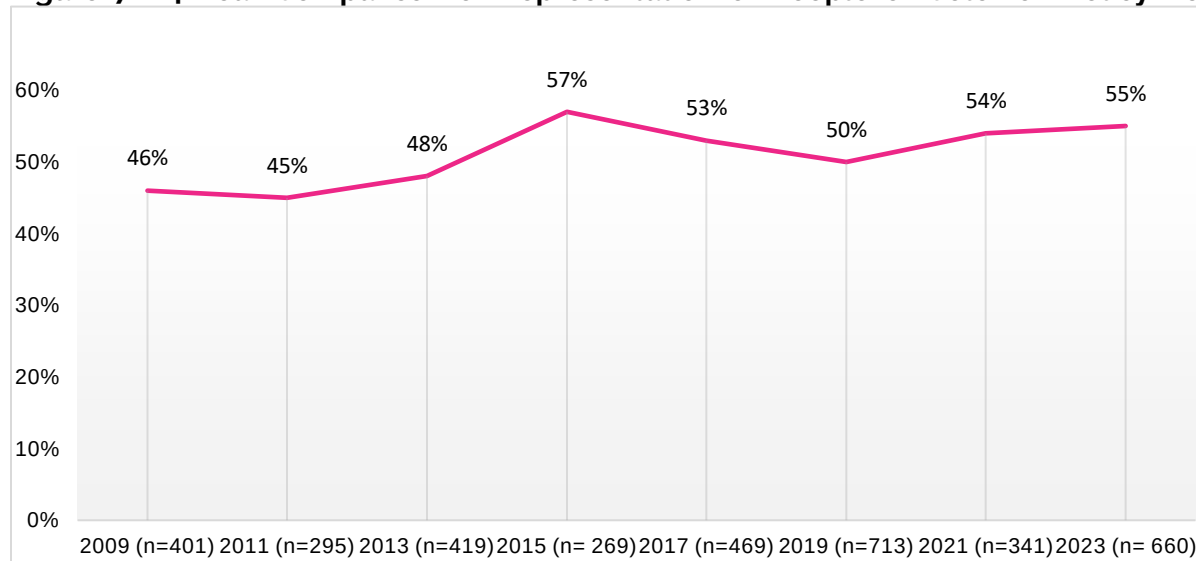


C. Race and Ethnicity

Data on racial and ethnic identity was collected from 660 participants, or 96% of the surveyed appointees, with 25 respondents (4%) preferring not to answer. Although 55% of respondents identify as a race or ethnicity other than White or Caucasian, people of color are still underrepresented compared to the San Francisco population⁹ of 66%. It should be noted that the percentage of people of color has grown over time. In 2020 about 63% of the population was listed as non-White. As seen in Figure 7, the representation of people of color has increased by nine percent since 2009, but not linearly. The representation of people of color increased from 2009 to 2015, then decreased until 2019, and has increased in our last two reports. The highest reported share of people of color was 57% in 2015, though it should be noted that this was a small sample.

⁹ Bureau, US Census. "American Community Survey 5-Year Data (2009-2022)." Census.Gov, 26 Jan. 2024, www.census.gov/data/developers/data-sets/acs-5year.html.

Figure 7: 14-Year Comparison of Representation of People of Color on Policy Bodies

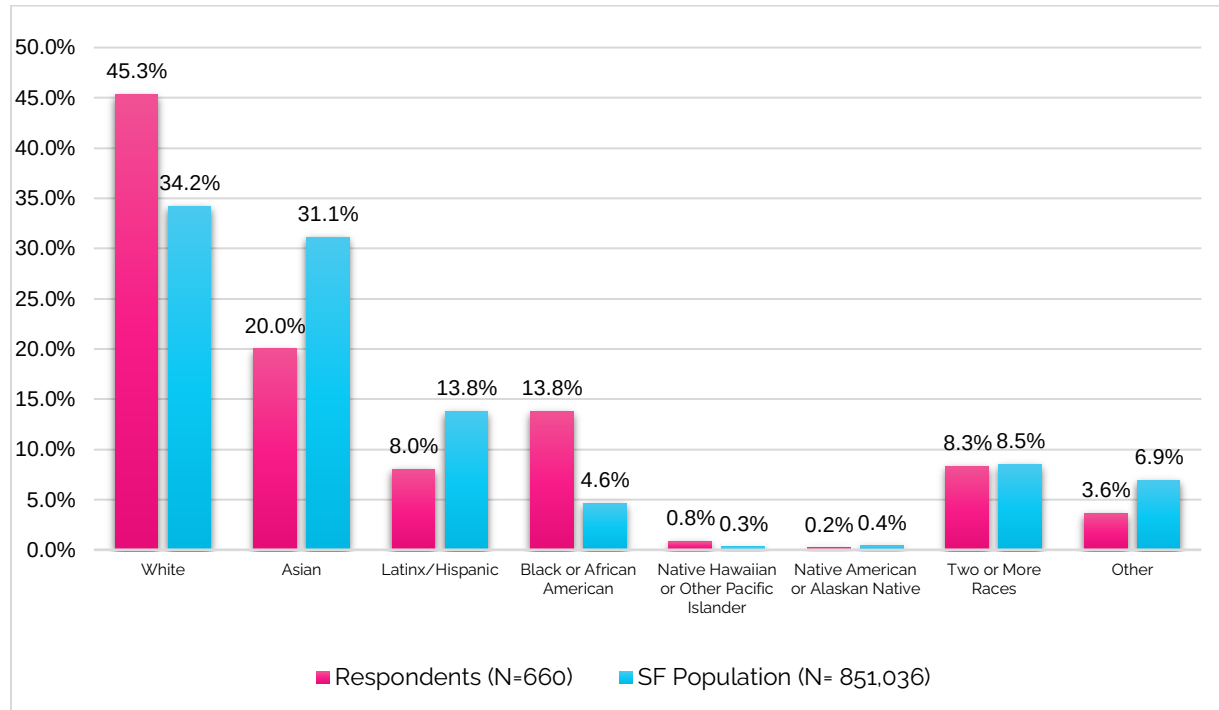


The racial and ethnic breakdown of policy body members compared to the San Francisco population is shown in Figure 8. Population data uses 5-year estimates from the 2022 American Communities Survey¹⁰. This analysis reveals an underrepresentation and an overrepresentation in San Francisco policy bodies for certain racial and ethnic groups. Nearly half of all appointees are White, an overrepresentation of about 12 percentage points. Our previous reports have found a similar disparity¹¹. The Black community is represented on policy bodies at 13.8% compared to being only 4.6% of the population of San Francisco. This level of representation has increased since 2021, when Black representation was about 11%, but about the same as 2019 (which had a much more substantial sample size).

¹⁰ Ibid

¹¹ Our 2021 report listed the White population as about 40% of the population, when Census data suggests it would have been about 34%. When correcting for this, the disparity described above is similar from 2021 to 2023.

Figure 8: Race/Ethnicity of Respondents Compared to San Francisco Population, 2023



Considerably underrepresented racial and ethnic groups on San Francisco policy bodies compared to the San Francisco population are individuals who identify as Asian, Latinx/Hispanic, or some other race. While the Asian population is 31% of the San Francisco population, they make up 20% of appointees. This represents a six percent decrease from the Asian representation reported in 2021, but a two percent increase from the representation reported in 2019 (our last report with a similar sample size). While Latinx individuals are about 14% of the SF population they were only eight percent of respondents, an almost seven percent disparity. This disparity is similar to previously reported data.

The representation of Native Hawaiian or Other Pacific Islanders, Native American or Alaskan Natives, and those who identify with two or more races are close to parity with their shares of the population.

Taken together, our data shows persistent disparities in the racial and ethnic composition of San Francisco's policy bodies. In general Whites and Black/African Americans are over-represented, while Asian, Latinx/Hispanic, and other races are underrepresented. While the specific levels of representation have changed, the level of disparity has remained roughly consistent since data collection began.

The following figures illustrate Commissions and Boards with the highest and lowest percentages of people of color. As shown in Figure 9, the Ethics Commission and Refuse Rate Board have the highest representation of people of color at 100%, with a 100% response rate. However, it should be noted that the Refuse Rate Board only comprises two members at the time of the survey, with the third seat on their board being vacant.

Figure 9: Commission and Boards with Highest Percentage of People of Color, 2023 Compared to 2021

Policy Body	Percent of POC	Response Rate	Active Seats	2021 Percent*
Ethics Commission	100%	100%	4	25%
Refuse Rate Board	100%	100%	2	-
Immigrant Rights Commission	93%	100%	15	50%
Children, Youth, and Their Families Oversight and Advisory Committees.	88%	100%	6	-
Shelter Monitoring Committee	86%	100%	8	-
Sheriff's Department Oversight Board	86%	100%	7	-
Commission on the Status of Women	83%	100%	6	86%
Youth Commission	83%	100%	17	71%
Citizen's Committee on Community Development	80%	100%	5	50%
Commission on Investment and Infrastructure	80%	100%	4	33%
Local Agency Formation Commission	80%	100%	5	50%

*This column shows the percent of women in 2021. Policy bodies with less than a 50% response rate in 2021 were marked as "-".

Figure 10 shows the policy bodies with the lowest representation of people of color. There were no boards above the 75% response rate threshold that had no people of color. The Fine Arts Museum Board of Trustees has the lowest representation of people of color at 13%, followed by the Commission on Animal Control and Welfare at 14% and the Urban Forestry Council at 18%.

Figure 10: Commissions and Boards with the Lowest Percentage of People of Color, 2023 Compared to 2021

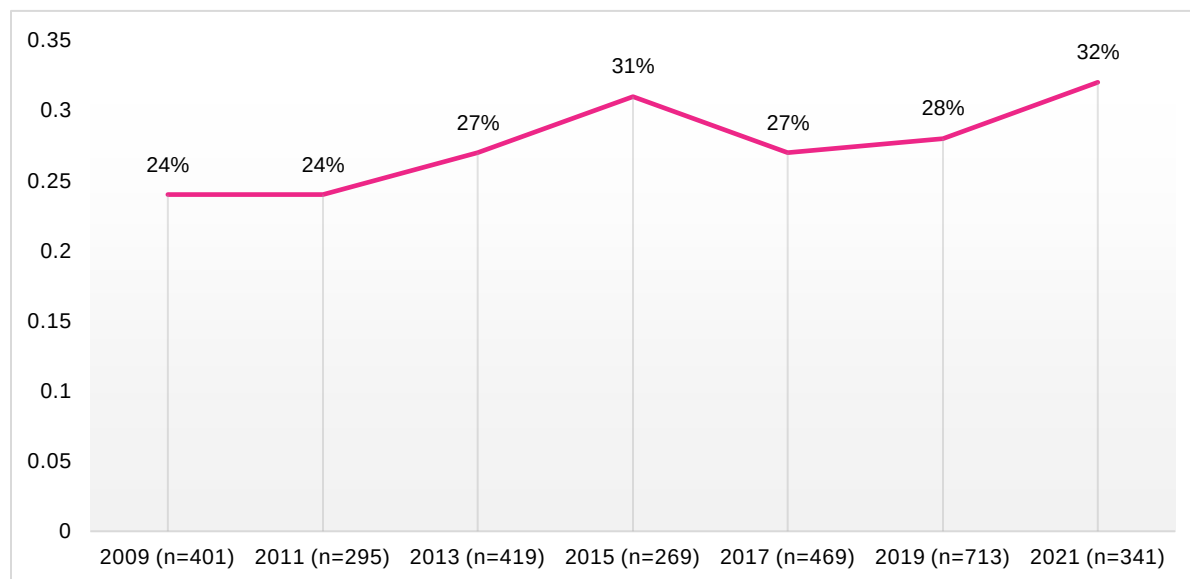
Policy Body	Percent of POC	Response Rate*	Active Seats	2021 Percent*
Fine Arts Museum Board of Trustees	13%	100%	8	-
Commission of Animal Control and Welfare	14%	100%	7	-
Urban Forestry Council	18%	100%	9	-
Capital Planning Committee	22%	81%	11	-
Elections Commission	29%	100%	7	40%
Shelter Grievance Advisory Committee	30%	78%	9	-
War Memorial Board of Trustees	33%	91%	11	-
Dignity Fund Oversight and Advisory Committee	33%	81%	11	-
Market and Octavia Community Advisory Committee	33%	86%	7	-
Port Commission	33%	86%	7	40%
Public Utilities Rate Fairness Board	33%	100%	4	25%

*This column shows the percent of women in 2021. Policy bodies with less than a 50% response rate in 2021 were marked as "-".

D. Race and Ethnicity by Gender

This report also examines the representation of race and gender simultaneously. Women of color are represented in about 32% of seats and make up about 32% of the population¹², at parity. The representation of women of color has generally increased over time since our first report in 2009. Conversely, men of color are underrepresented, making up about 23% of policy board members while being about 33% of the San Francisco population. Figure 11 shows the levels of representation for women of color since 2009.

Figure 11: 14-year Comparison of Representation of Women of Color on Policy Bodies



Figures 12 and 13 present the breakdown for policy board members and the San Francisco population¹³ by race, ethnicity, and gender. White men and White women are overrepresented, holding 22% and 23% of appointments, respectively, compared to 20% and 17% of the population. Black men and Black women are also overrepresented, but more acutely. Black men make up five percent of the policy board members and three percent of the population, and Black women make up nine percent of the policy board members and two percent of the population. Characterizing these as overrepresentations is inaccurate given the representation of Black or African American people on policy bodies has been consistent over the years, while the Black population in San Francisco has declined over the same period.

Asian men and women are underrepresented, with Asian women making up 12% of policy board members compared to 17% of the population, while Asian men comprise eight percent of policy board members and 15% of the population, representing the highest disparity in our data. Latinx/Hispanic men and women are also underrepresented. Latinx/Hispanic men are three percent of policy board members while being seven percent of the population and their female counterparts are five percent of policy board members while making up 6.5% of the population.

¹² Bureau, US Census. "American Community Survey 5-Year Data (2009-2022)." Census.Gov, 26 Jan. 2024, www.census.gov/data/developers/data-sets/acs-5year.html.

¹³ Ibid.

Figure 12: Appointees by Race/Ethnicity and Gender, 2023

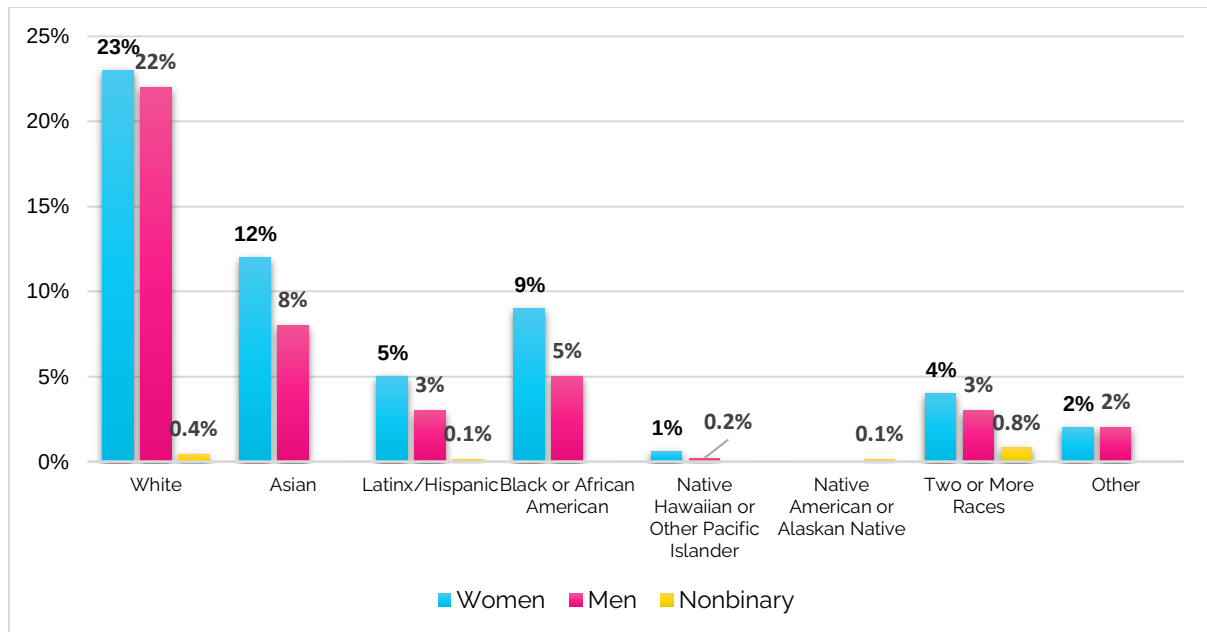
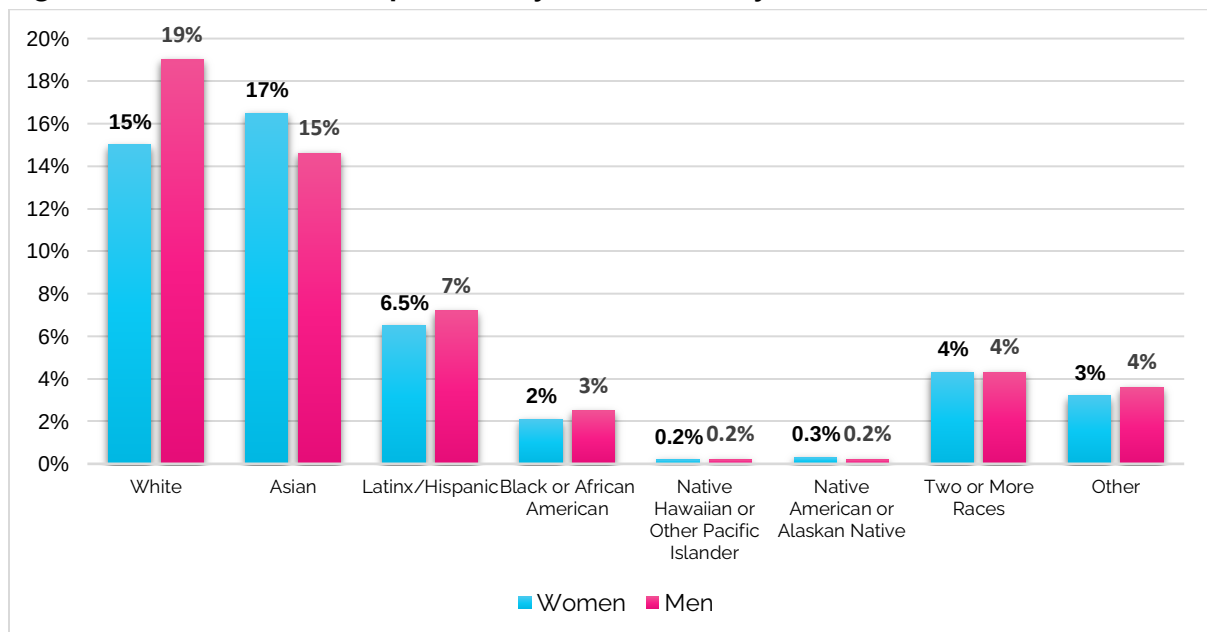


Figure 13: San Francisco Population by Race/Ethnicity, 2022 ACS 5-Year Estimates

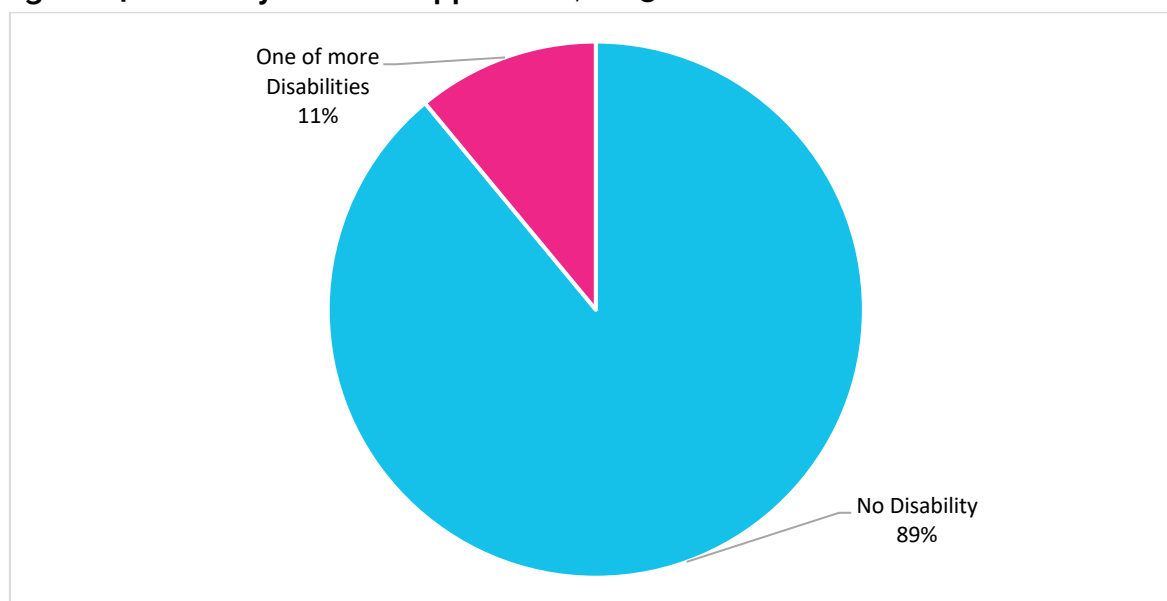


E. Disability Status

Data on disability status was obtained from 647 of our 685 respondents, with a response rate of about 94%. Figure 14 shows about 11% of those who responded to the survey reported having one or more disabilities, mirroring the 11% of the San Francisco population¹⁴ living with a disability. Therefore, our data suggested that those with disabilities are represented relative to their population size. Further, our data shows that policy board members who are disabled are more likely to be female.

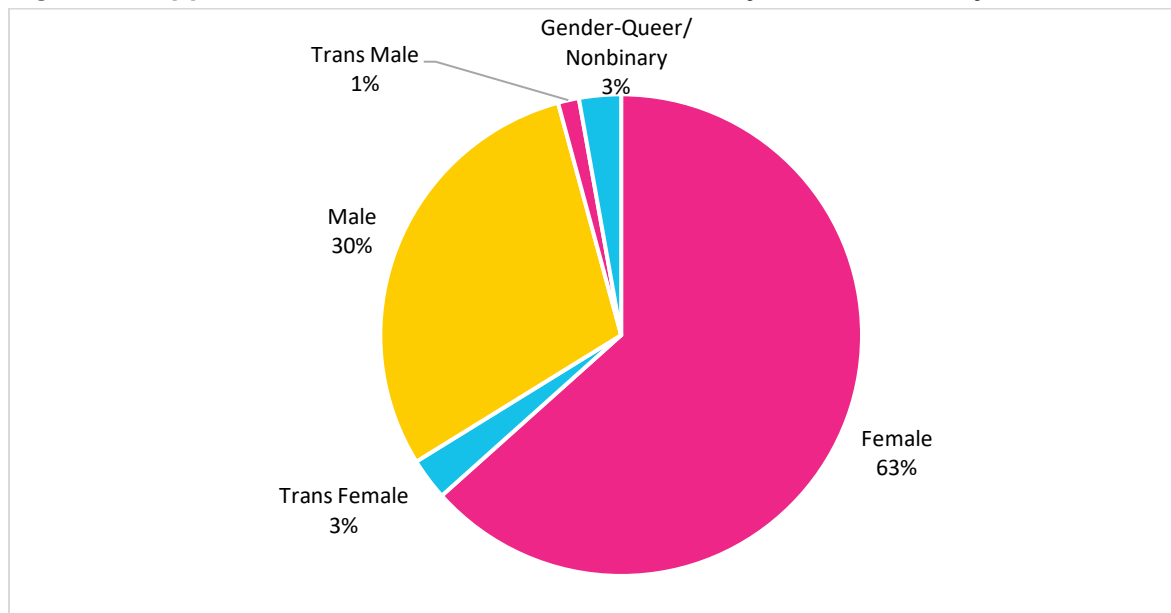
Figure 15 shows that of those with one or more disabilities, 63% are women, 30% are men, three percent are trans women, one percent are trans men, and three percent are gender-queer/nonbinary individuals.

Figure 14: Disability Status of Appointees, 2023



¹⁴ Bureau, US Census. "American Community Survey 5-Year Data (2009-2022)." Census.Gov, 26 Jan. 2024, www.census.gov/data/developers/data-sets/acs-5year.html.

Figure 15: Appointees with One or More Disabilities by Gender Identity, 2023



F. Veteran Status

Overall, approximately 2.7% of the adult population in San Francisco have served in the military¹⁵. Out of 685 who participated in the survey, 670 (98%) provided information on their veteran status¹⁶.

Of the policy board members who responded to this question, 3.7% served in the military. Figure 16 shows the breakdown of veteran status in our data. This level of representation is slightly above parity with the share of the population; however, this also represents a decrease in the level of representation described in our previous reports¹⁷.

¹⁵ Bureau, US Census. "American Community Survey 5-Year Data (2009-2022)." Census.Gov, 26 Jan. 2024, www.census.gov/data/developers/data-sets/acs-5year.html.

¹⁶ For the 2023 report, veteran status was reverted to its 2019 form to include only individuals who have served in the military and armed forces. This decision was driven primarily by the desire to maintain comparability across previous reports. Future reports should consider adding a second question measuring whether respondents have close family members who are in the military or have served. Such an approach would maintain comparability and collect military service prevalence among appointees.

¹⁷ Compared to previous reports, it is important to note that our 2021 report included both veterans and close family members of veterans, inflating their percentage by necessity. The 3.7% in our current data is still lower than other reports that only included veterans.

Figure 16: Policy Board Member with Military Service, 2023

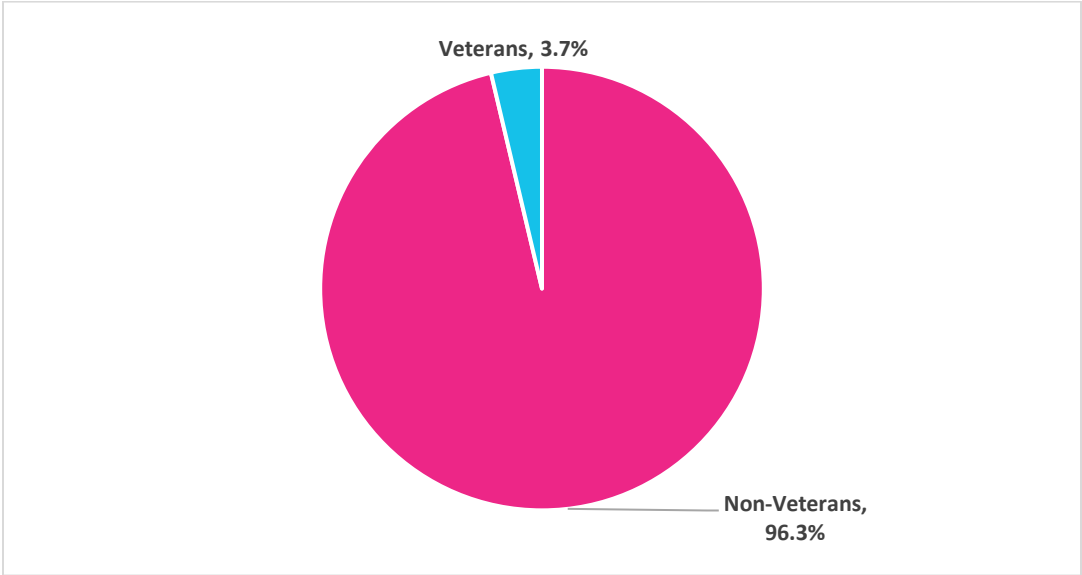
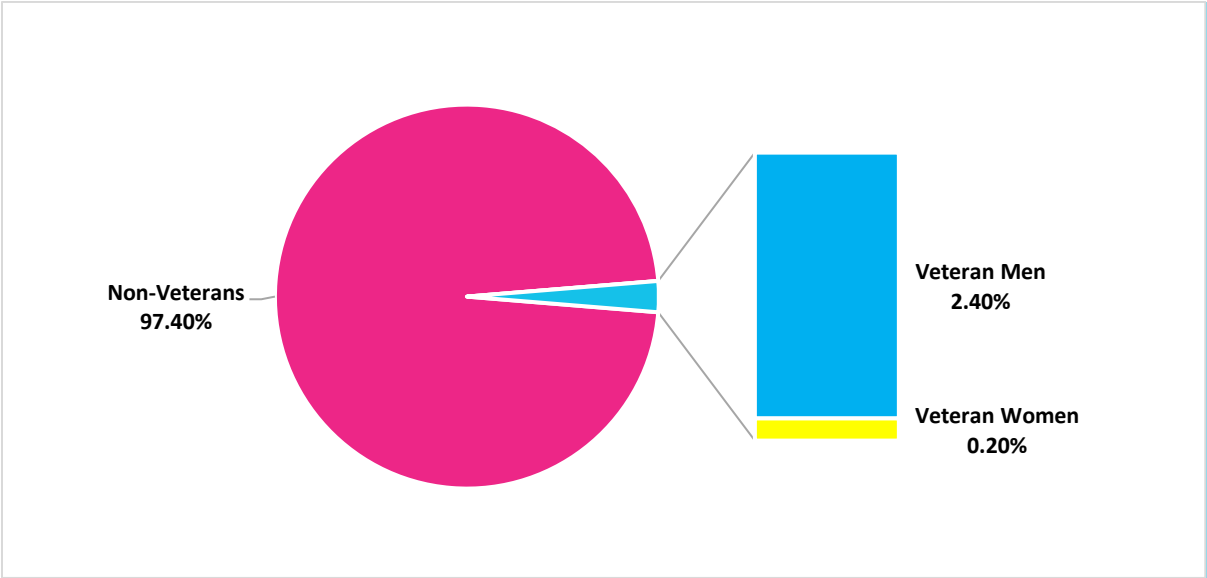


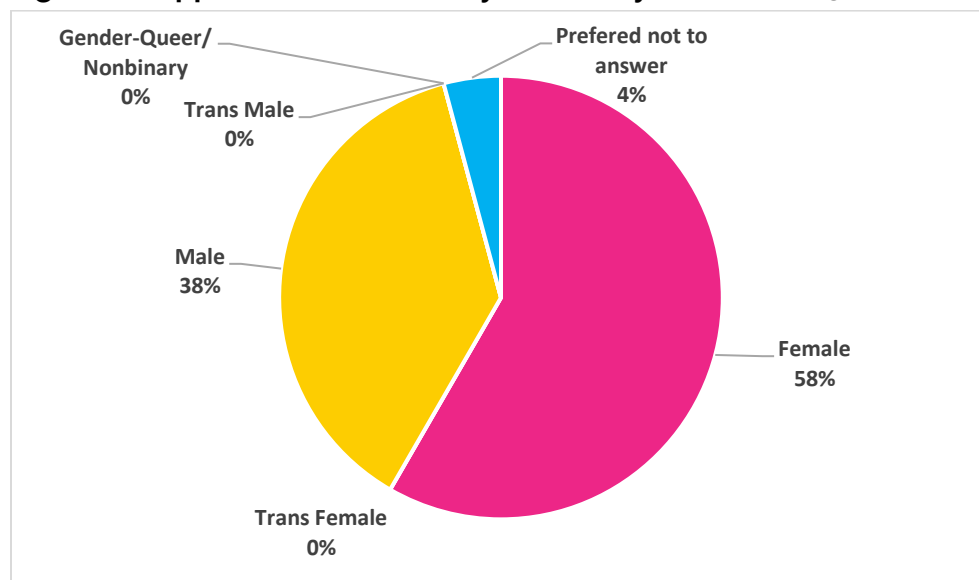
Figure 17 shows the breakdown of the adult San Francisco population and the breakdown of the veteran population by gender. Figure 18 shows the breakdown of gender identities among those who are veterans. We can see that the vast majority of veterans in the population are male, the opposite of what our data shows. Men comprise 42% and women make up 58% of the total number of veteran policy board members. No respondents with veteran status were from any other gender identity.

Figure 17: San Francisco Adult Population with Military Service by Gender*



* This graph fails to identify nonbinary individuals with military experience, as data was not collected for that population. However, this graph highlights the gender disparity amongst male and female veterans, with only 0.2% of 2.6% identifying as women.

Figure 18: Appointees with Military Service by Gender, 2023



G. Policy Bodies by Budget

This 2023 Gender Analysis Report examines the demographic representativeness of policy bodies by budget size, as a proxy for influence. This report will examine all reporting policy bodies in this section, regardless of response rate. Figure 19 shows the representation of women, people of color, and women of color in these policy bodies.

Overall, appointees from the 10 **largest** budgeted policy bodies are 63% women, 58% people of color, and 36% women of color. In contrast, appointees from the 10 **smallest** budgeted policy bodies are 57% women, 64% people of color, and 41% women of color. While women are better represented in the higher-budgeted bodies, people and women of color are more strongly represented in the lower-budgeted bodies.

Figure 19: Percent of Women, People of Color, and Women of Color on Commissions and Boards with Largest and Smallest Budgets in 2023

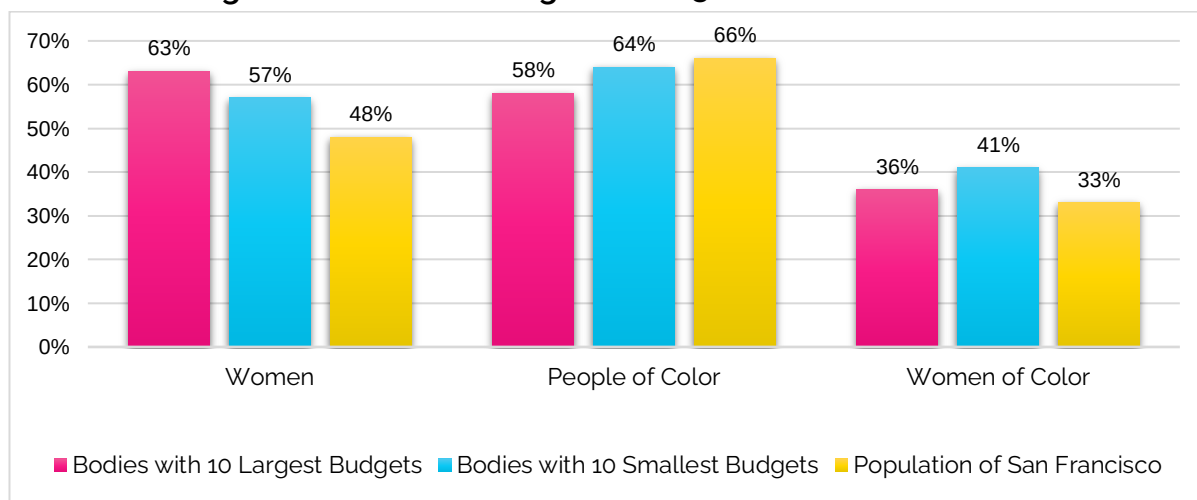


Figure 20: Demographics of Commissions and Boards with Largest Budgets, 2023

Policy Body	FY20-21 Budget	Total Seats	Filled Seats	Response Rate	Women	People of Color	Women of Color
Health Commission	\$2.20B	7	6	100%	83%	66%	50%
Public Utilities Commission	\$1.65B	5	5	100%	60%	60%	40%
Municipal Transportation Agency Board of Directors	\$1.47B	7	7	100%	71%	71%	57%
Health Authority	\$1.37B	19	13	15%	100%	100%	100%
Airport Commission	\$1.02B	5	5	100%	20%	60%	0%
Commission on Investment and Infrastructure	\$717M	5	4	100%	100%	80%	80%
Homelessness Oversight Commission	\$672M	7	7	100%	57%	43%	30%
Human Services Commission	\$624M	5	5	100%	40%	40%	0%
Fire Commission	\$499B	5	5	100%	80%	50%	25%
Recreation and Park Commission	\$368M	7	7	43%	85%	43%	43%
Total	\$10.5B	72	64	84%	63%	58%	36%

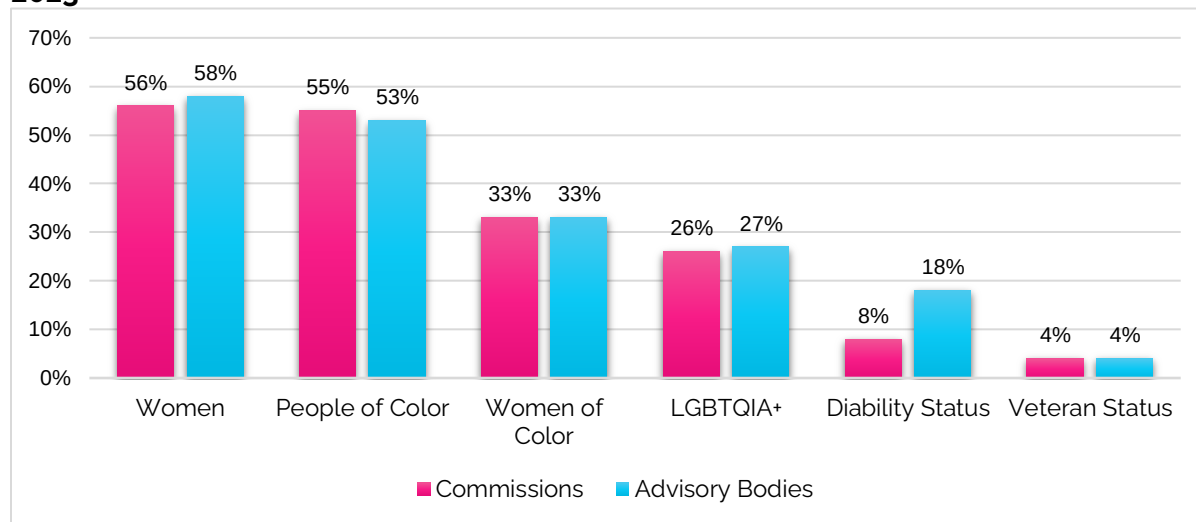
Figure 21: Demographics of Commissions and Boards with Smallest Budgets, 2023

Policy Body	FY20-21 Budget	Total Seats	Filled Seats	Response Rate	Women	People of Color	Women of Color
Civil Service Commission	\$1.51M	5	5	100%	100%	75%	66%
Film Commission	\$1.25M	11	11	82%	56%	67%	44%
Board of Appeals	\$1.20M	5	5	100%	0%	40%	0%
SOMA Community Stabilization Fund Community Advisory Committee	\$1.00M	7	5	20%	0%	0%	0%
Local Agency Formation Commission	\$550,477	7	5	100%	80%	80%	80%
Youth Commission	\$444,847	17	17	100%	82%	82%	76%
Public Works Commission	\$250,000	5	4	100%	40%	40%	0%
Sanitation and Streets Commission	\$250,000	5	4	50%	50%	0%	0%
Retiree Health Care Trust Fund Board	\$111,000	5	5	20%	100%	100%	100%
Residential Users Appeal Board	\$90,000	3	2	50%	0%	0%	0%
Total	\$6.7M	70	63	72%	57%	64%	41%

H. Comparison of Commission and Board and Advisory Body Demographics

The comparison of the two policy body categories in this section provides another proxy for influence. Commissions and Boards whose members file disclosures of economic interest have greater decision-making authority in San Francisco than Advisory Bodies whose members do not file similar disclosures. Commissions have a higher percentage of people of color than Advisory Bodies but lower percentages of women, women of color, LGBTQIA+ people, and disabled people.

Figure 22: Demographics of Appointees on Commission and Boards and Advisory Bodies, 2023



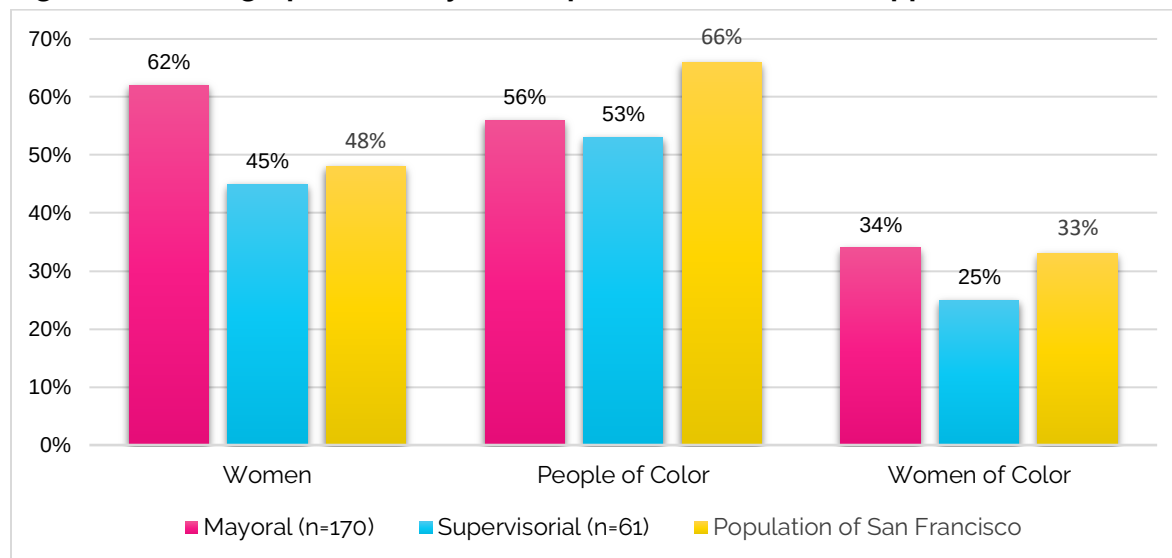
I. Demographics of Mayoral, Supervisorial, and Total Appointees

This section analyzes the demographic compositions of mayoral and supervisorial-appointed policy bodies. For this analysis, mayoral boards are those boards entirely composed of mayoral appointments, and supervisorial boards are those composed entirely of supervisorial appointments. We do not have individual appointment information for boards of mixed appointments, though future reports should consider additional data collection efforts to determine individual-level appointment types. An important caveat of the following data analysis is that far more boards are comprised of mayoral appointments than supervisorial appointments. As the total number of supervisorial appointments in this analysis is low, any findings concerning the demographic composition of supervisorial appointments may be a relic of the limited number of observations. This is especially important to note because the demographic composition shown in our analysis shows supervisorial appointments as being far less diverse than in previous years, suggesting that the true nature of the data is likely more diverse than our data suggests.

Figure 23 compares the representation of women, people of color, and women of color for appointments made by the Mayor, Board of Supervisors, and the population of San Francisco. Mayoral appointments are more diverse and consist of more women, people of color, and women of color compared to Supervisorial appointments. Mayoral appointments include 62% women, 56% people of color, and 34% women of color, while Supervisorial appointments are 45% women, 53% people of color, and 25% women of color. As noted above, the low diversity shown for supervisorial appointments may be due to a relatively

small amount of data. However, previous reports have indicated that this disparity may also be partly due to the appointment selection process for each authority. The 11-member Board of Supervisors only sees applicants for specific bodies through the 3-member Rules Committee or by designees stipulated in legislation (e.g., “renter,” “landlord,” “consumer advocate”). In contrast, the Mayor typically can take total appointments into account during selections and can, therefore, better address gaps in diversity.

Figure 23: Demographics of Mayoral, Supervisorial, and Total Appointees, 2023



III. Methodology and Limitations

This report focuses on City and County of San Francisco Commissions, Boards, task forces, councils, and committees that have the majority of members appointed by the Mayor and Board of Supervisors and have jurisdiction limited to the City. The 2023 Gender Analysis Report reflects data from the policy bodies that provided information to the Department on the Status of Women through digital or paper survey¹⁸. Following initial email outreach, policy bodies were contacted three to five times via email and phone. All possible measures were taken to obtain accurate and complete data.

Participation rates for this report exceeded our 2021 report, with the highest participation of Commission and Boards and Advisory Bodies to date. We requested data from 130 policy bodies and received responses from 99, covering 685 policy board members. Comparatively, the 2021 Gender Analysis Report received data from 92 policy bodies and 349 policy body members.

Data elements such as a Commissioner or Board member's gender identity, race/ethnicity, sexual orientation, disability status, and veteran status were collected on a *voluntary* basis. As a result, some responses were incomplete or unavailable but were included to the extent possible.

¹⁸ Our previous 2021 report used an all-online participation format that significantly decreased participation, due to the COVID-19 pandemic.

Given the primary objective of this report, surfacing patterns of underrepresentation, every attempt has been made to reflect accurate and complete information. Data for some policy bodies was incomplete, and all appointees who responded were included in the total demographic categories.

To ensure that low response rates did not distort our analysis, we established response rate thresholds in examinations of policy boards with the highest or lowest representation of specific groups. It should be noted that for policy bodies with a small number of members, the change of a single individual greatly impacts the percentages of demographic categories. This should be kept in mind when interpreting these percentages and any changes over time.

While this report's survey had a higher level of participation than our 2021 report, missing data is still the biggest limitation. Given this limitation, ensuring participation from all policy bodies could significantly improve or further efforts to address underrepresentation. Some methods of guaranteeing participation include surveying all appointees during their initial onboarding training with the City, as well as relying on more paper/in-person survey outreach for future reports.

The surveyed policy bodies fall under two categories designated by the San Francisco Office of the City Attorney document entitled List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute¹⁹. This document separates San Francisco policy bodies into two different categories. The first category includes Commissions and Boards with decision-making authority and whose members are required to submit financial disclosures to the Ethics Commission. The second category encompasses Advisory Bodies whose members do not submit financial disclosures with the Ethics Commission. Depending on the analysis criteria in each section of this report, the surveyed policy bodies and appointees are either examined comprehensively as a whole or examined separately in the two categories designated by the Office of the City Attorney.

Data from the U.S. Census American Community Survey 5-Year Estimates provides a comparison to the San Francisco population. Figure 25 in the Appendix displays these population estimates by race/ethnicity and gender.

¹⁹ "List of City Boards, Commissions, and Advisory Bodies Created by Charter, Ordinance, or Statute," Office of the City Attorney, <https://www.sfcityattorney.org/wp-content/uploads/2016/01/Commission-List-08252017.pdf>, (August 25, 2017).

IV. Conclusion

Since the first Gender Analysis of Commissions and Boards in 2009, the representation of women appointees on San Francisco policy bodies has gradually increased. The 2023 Gender Analysis Report finds that the percentage of women appointees is 55%, which is above parity with the population of women in San Francisco.

When appointee demographics are analyzed by gender and race, the representation of women of color is 32%, which mirrors the data in our 2021 report and roughly matches the San Francisco population. Most notably underrepresented are individuals identifying as Asian, making up 31% of the San Francisco population but only 20% of appointees. Similarly, Latinx-identifying individuals, who make up 14% of the population, are only eight percent of appointees. Additionally, men of color are underrepresented at 23% of appointees relative to their San Francisco population of 33%.

Furthermore, when analyzing the demographic composition of larger and smaller budgeted Commissions and Boards, women of color are roughly at parity on Commissions and Boards with both the largest and smallest budgets. Women comprise 63% of total appointees on the largest budgeted policy bodies compared to their population of 48%, and women of color comprise 36% of total appointees on the largest budgeted policy bodies, with the San Francisco population at 33%. Comparatively, women are 57% of total appointees on the smallest budgeted policy bodies, and women of color are 41% of appointees. However, the representation of people of color is seven percentage points higher on smaller budgeted policy bodies than on larger budgeted policy bodies. People of color make up 58% of appointees on the largest budgeted policy bodies and 64% of appointees on the smallest budgeted policy bodies. The San Francisco population of people of color exceeds these percentages at 66%.

In addition to using budget size as a proxy for influence, this report analyzed the demographic characteristics of appointees on Commissions and Boards who file disclosures of economic interest and have decision-making authority and appointees on Advisory Bodies who do not file economic interest disclosures. Women, women of color, people of color, LGBTQIA+ populations, and veterans are evenly represented across both Commissions and Boards and Advisory Bodies. Individuals with disabilities, however, have more robust representation within Advisory Bodies than Commissions and Boards. Women comprise a slightly higher percentage of Advisory Bodies appointees than Commissions and Boards.

The 2023 Gender Analysis Report found satisfactory representation of LGBTQIA+ individuals on San Francisco policy bodies. Of the appointees who provided LGBTQIA+ identity information, 24% identified as LGBTQIA+, with the largest subset identifying as gay or lesbian (16%). Eight percent of appointees from the largest budgeted policy bodies identify as LGBTQIA+, and three percent from the smallest budgeted bodies. There was also a similar representation of LGBTQIA+ appointees between Commissions and Boards (26%) and Advisory Bodies (27%).

The representation of appointees with disabilities in Commissions and Boards is 18%, more than double the representation in Advisory Bodies (8%). Veterans are adequately represented on San Francisco policy bodies at 3.7%, compared to the veteran population of 2.7%, and are evenly represented between Commissions and Boards and Advisory Bodies.

This report is intended to advise the Mayor, Board of Supervisors, and other appointing authorities as they select appointments to the City and County of San Francisco policy bodies. In the spirit of the 2008 City Charter Amendment, which establishes this biennial Gender Analysis Report requirement and the importance of diversity on San Francisco policy bodies, efforts to address gaps in diversity and inclusion should remain at the forefront when making appointments to accurately reflect the population of San Francisco.

The San Francisco Department on the Status of Women would like to thank the various policy body members, Commission secretaries, and Department staff who graciously assisted in collecting demographic data and providing information about their respective policy bodies, particularly former Department Intern Liliana Pacheco for the data collection and analysis of this report.

Appendix I

Figure 24: Policy Body Demographics, 2023

Policy Body	Total Seats	Filled Seats	FY22-23 Budget	Women	Women of Color	People of Color	Survey Response Rate
Access Appeals Commission	5	5	-	0%	0%	0%	60%
African American Reparations Advisory Committee	15	15	-	83%	67%	83%	40%
Airport Commission	5	5	\$1,017,000,000	20%	0%	60%	100%
Arts Commission	15	15	\$42,741,948	60%	43%	64%	100%
Asian Art Commission	27	22	-	42%	25%	50%	55%
Assessment Appeals Board	24	16	-	33%	7%	43%	100%
Bayview Hunters Point Citizens Advisory Committee	12	7	-	25%	25%	100%	57%
Behavioral Health Commission	17	10	-	60%	60%	100%	50%
Board of Appeals	5	5	\$1,195,116	0%	0%	40%	100%
Board of Examiners	13	10	-	0%	0%	44%	100%
Board of Supervisors	11	11	\$23,600,000	36%	18%	36%	100%
Building Inspection Commission	7	6	\$92,844,927	57%	29%	43%	117%
Cannabis Oversight Committee	9	7	-	14%	14%	71%	100%
Capital Planning Committee	11	11	\$159,000,000	33%	11%	22%	82%
Children and Families First Commission	9	8	\$27,305,805	88%	57%	71%	100%
Children, Youth and Their Families Oversight and Advisory Committee	11	6	\$333,011,845	75%	63%	88%	133%
Citizen Committee on Community Development	9	5	\$36,000,000	40%	40%	80%	100%
Citizens General Obligation Bond Oversight Committee	9	6	-	40%	0%	40%	100%
Civil Service Commission	5	5	\$1,511,609	80%	50%	75%	100%
Code Advisory Committee	17	17	-	0%	0%	25%	47%
Commission of Animal Control and Welfare	7	7	-	57%	0%	14%	100%
Commission on Investment and Infrastructure	5	4	\$717,300,000	100%	80%	80%	125%
Commission on the Environment	7	7	\$35,349,283	43%	43%	71%	100%

Figure 24: Policy Body Demographics, 2023, Continued

Policy Body	Total Seats	Filled Seats	FY22-23 Budget	Women	Women of Color	People of Color	Survey Response Rate
Commission on the Status of Women	7	6	\$14,434,165	100%	80%	83%	100%
Committee on City Workforce Alignment	17	17	-	60%	60%	91%	65%
Committee on Information Technology	18	16	\$27,000,000	56%	22%	44%	56%
Community Corrections Partnership	13	12	-	20%	20%	60%	42%
Dignity Fund Oversight and Advisory Committee	11	11	-	89%	22%	33%	82%
Disability and Aging Commission	8	8	\$365,000,000	75%	38%	63%	100%
Early Childhood Community Oversight and Advisory Committee	9	9	\$27,305,805	100%	71%	71%	89%
Eastern Neighborhoods Community Advisory Committee	11	8	-	50%	50%	63%	100%
Elections Commission	7	7	\$24,000,000	86%	29%	29%	100%
Entertainment Commission	7	7	-	50%	33%	67%	100%
Ethics Commission	5	4	\$7,586,853	67%	67%	100%	100%
Family Violence Council	28	28	-	77%	31%	38%	46%
Film Commission	11	11	\$1,250,000	63%	50%	75%	82%
Fine Arts Museums Board of Trustees	62	8	-	38%	13%	13%	100%
Fire Commission	5	5	\$498,585,516	80%	25%	50%	100%
Food Security Task Force	20	18	-	80%	38%	63%	56%
Free City College Oversight Committee	15	13	-	63%	43%	57%	62%
Health Authority	19	13	\$1,373,782,524	100%	100%	100%	15%
Health Commission	7	6	\$2,200,000,000	83%	33%	67%	100%
Health Service Board	7	7	\$14,200,000	33%	20%	40%	100%
Homelessness Oversight Commission	7	7	\$672,000,000	57%	14%	43%	100%
Housing Conservatorship Working Group	12	8	-	75%	0%	25%	50%
Housing Stability Fund Oversight Board	11	9	-	0%	0%	100%	11%
Human Rights Commission	11	10	\$15,120,673	40%	40%	70%	100%
Human Services Commission	5	5	\$624,500,000	40%	0%	40%	100%
Immigrant Rights Commission	15	15	-	60%	50%	93%	100%
Juvenile Justice Coordinating Council	20	18	-	80%	33%	47%	83%

Figure 24: Policy Body Demographics, 2023, Continued

Policy Body	Total Seats	Filled Seats	FY22-23 Budget	Women	Women of Color	People of Color	Survey Response Rate
Juvenile Probation Commission	7	7	-	57%	14%	57%	100%
Local Agency Formation Commission	7	5	\$550,477	80%	80%	80%	100%
Market and Octavia Community Advisory Committee	9	7	-	33%	17%	33%	86%
Mayor's Disability Council	11	5	-	100%	0%	0%	40%
Mental Health SF Implementation Working Group	13	9	-	86%	43%	43%	78%
Mission Bay Citizen's Advisory Committee	13	7	-	80%	40%	40%	71%
Municipal Green Building Task Force	20	20	-	63%	38%	50%	40%
Municipal Transportation Agency Board of Directors	7	7	\$1,472,363,382	71%	57%	71%	100%
Municipal Transportation Agency Citizens Advisory Council	15	14	-	42%	17%	50%	86%
Our City, Our Home Oversight Committee	9	7	-	80%	40%	40%	71%
Oversight Board (to the Successor Agency to the Redevelopment Agency of the City and County of San Francisco)	7	6	-	80%	50%	50%	83%
Paratransit Coordinating Council Executive Committee	38	21	-	75%	50%	75%	19%
Park, Recreation, And Open Space Advisory Committee	24	17	-	58%	42%	58%	71%
Planning Commission	7	7	\$60,000,000	50%	50%	100%	29%
Police Commission	7	7	-	29%	14%	71%	100%
Port Commission	7	7	\$193,700,000	83%	33%	33%	86%
Public Utilities Commission	5	5	\$1,651,537,786	60%	40%	60%	100%
Public Utilities Rate Fairness Board	7	4	-	67%	33%	33%	125%
Public Utilities Revenue Bond Oversight Committee	7	5	-	50%	50%	50%	100%
Public Works Commission	5	4	\$250,000	40%	0%	40%	125%
Recreation and Park Commission	7	7	\$367,800,000	86%	43%	43%	100%
Reentry Council	25	22	-	55%	36%	64%	100%
Refuse Rate Board	3	2	-	50%	50%	100%	100%
Residential Rent Stabilization and Arbitration Board	10	10	\$16,294,283	50%	17%	50%	60%
Residential Users Appeal Board	3	2	\$900	0%	0%	0%	50%
Retiree Health Care Trust Fund Board	5	5	\$110,000	100%	100%	100%	20%

Figure 24: Policy Body Demographics, 2023, Continued

Policy Body	Total Seats	Filled Seats	FY22-23 Budget	Women	Women of Color	People of Color	Survey Response Rate
Retirement Board	7	7	-	29%	29%	57%	100%
San Francisco Reinvestment Working Group	9	9	-	25%	0%	75%	44%
Sanitation and Streets Commission	5	4	\$250,000	50%	0%	0%	50%
Sentencing Commission	13	13	-	46%	15%	62%	100%
Shelter Grievance Advisory Committee	15	9	-	57%	14%	29%	78%
Shelter Monitoring Committee	12	8	-	75%	71%	86%	100%
Sheriff's Department Oversight Board	7	7	-	43%	43%	86%	100%
Small Business Commission	7	5	-	75%	50%	75%	80%
SOMA Community Stabilization Fund Community Advisory Committee	7	5	\$1,000,000	0%	0%	0%	20%
South of Market Community Planning Advisory Committee	11	7	-	20%	0%	20%	71%
State Legislation Committee	7	7	-	40%	25%	50%	71%
Street Artists and Craftsmen Examiners Advisory Committee	5	5	-	100%	50%	50%	40%
Sugary Drinks Distributor Tax Advisory Committee	16	16	-	71%	57%	86%	44%
Sunshine Ordinance Task Force	11	9	-	33%	22%	44%	100%
Sweatfree Procurement Advisory Group	11	6	-	50%	25%	25%	67%
Treasure Island Development Authority Board of Directors	7	7	\$31,333,345	33%	0%	0%	43%
Treasure Island/Yerba Buena Island Citizens Advisory Board	25	9	-	50%	0%	0%	44%
Urban Forestry Council	15	11	-	18%	0%	18%	100%
Veterans Affairs Commission	13	11	-	100%	0%	0%	9%
War Memorial Board of Trustees	11	11	\$19,236,764	50%	30%	30%	91%
Workforce Investment Board	28	27	\$4,250,713	57%	21%	43%	52%
Youth Commission	17	17	\$444,847	82%	76%	82%	100%

Figure 25: San Francisco Population Estimates by Race/Ethnicity and Gender, 2022*

Race/Ethnicity	Total		Male		Female	
	Estimate	Percent	Estimate	Percent	Estimate	Percent
San Francisco County, California	851,036	-	412,924	49%	438,093	51%
White, non-Hispanic or Latino	325,900	34%	179,461	19%	146,439	15%
Asian	296,122	31%	139,015	15%	157,107	17%
Hispanic or Latinx	131,517	14%	69,384	7%	62,133	7%
Some Other Race	65,487	7%	34,703	4%	30,784	3%
Black or African American	44,058	5%	24,026	3%	20,032	2%
Two or More Races	80,858	8%	41,270	4%	39,588	4%
Native Hawaiian and Pacific Islander	3,312	0.5%	1,763	0.2%	1,549	0.2%
Native American and Alaska Native	4,725	0.5%	2,781	0.3%	1,944	0.2%

San Francisco Population estimates come from the 2022 American Community Survey 5-Year Estimates, chart B01001. The racial estimates use Census subpopulation charts. Please note that the subpopulations added together are larger than the estimated population size. This is primarily due to potential double counts for ethnicities and races (the only category that does not include overlap is the White population, which is specifically White non-Hispanics).

Survey Questions

1. "What is your gender identity?" and could select from the following:
 - Male
 - Female
 - Trans Male
 - Trans Female
 - Gender Queer/ Non-Binary
 - Other (no respondents selected other)
 - Prefer not to say
2. "What is your race/ethnicity?" and could select one of the following options²⁰:
 - Asian (alone)
 - Black/African American (alone)
 - Latinx/Hispanic
 - Native American/American Indian or Alaska Native (alone)
 - Native Hawaiian or Other Pacific Islander (alone)
 - Other (alone)
 - White/ Caucasian (alone)
 - Two or More Races
 - Prefer not to say
3. "What is your sexual orientation?"
 - Bisexual
 - Gay/ Lesbian/ Same-Gender Loving
 - Questioning/ Unsure
 - Straight/Heterosexual
 - Other
 - Prefer not to say
4. "Do you have one or more disabilities?"
 - Yes
 - No
 - Prefer not to say
5. "Have you ever served in the military of any country?"
 - Yes
 - No
 - Prefer not to say

²⁰ Note that respondents were instructed to select either Latinx/Hispanic or a racial category and to choose the category that best fits their identity. This eliminates any double counting issues, and in this analysis, we considered those who responded as White as White, not Latinx/Hispanic.



City and County of San Francisco
Department on the Status of Women



London N. Breed
Mayor

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This report is available at the San Francisco Department on the Status of Women website:

<https://sfgov.org/dosw/gender-analysis-reports>.

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